UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE REDUCTION OF ADOLESCENT
PREGNANCY IN SURINAME

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Master in Project Management (MPM) Degree

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DEDICATION

This project management plan is dedicated to the social workers, teachers, nurses, health care workers, and volunteers striving for equal access to sexual reproductive health information and services. For years you have been doing "more with less" and guiding adolescent girls to make choices that will place them in positions that are most beneficial to their mental, physical, and sexual health. After all, striving for equal access to sexual reproductive health information and services is not about dictating what one should do with her body, but about providing one the opportunity to choose what she wants to do with her body.

ACKNOWLEDGMENTS

ABSTRACT

This document aims to develop a project management plan for the project "Reducing Adolescent Pregnancy in Suriname", which will enable adolescent girls in four selected resorts to have access to comprehensive sexual and reproductive health information and services and to feel empowered to make well-informed choices that will have a positive impact on their future.

The final product of this project consists of a document with a project management plan for initiating, planning, and for some knowledge areas, monitoring of the project. This plan is made up of the final deliverables of the project that correspond to the subsidiary management plans: integration, scope, schedule, cost, quality, resource, communication, risk, procurement, and stakeholder management plans. Each subsidiary plan will contain the processes, procedures, and tools necessary to initiate, plan and manage the project in a structured and congruous manner. To develop the project management plan, an analytical-synthetic and a descriptive research methodology are utilized, combined with the guides and standards provided by the Project Management Institute.

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ABBREVIATIONS AND ACRONYMS

AAA	Account Activity Analysis
ASRH	Adolescent Sexual Reproductive Health
CARICOM	Caribbean Community
CIP	Country Implementation Plan
CIPS	Chartered Institute for Procurement and Supply
COA	Chart of Accounts
EEF	Enterprise Environmental Factors
ERP	Enterprise Resource Planning
HQ	Head Quarters
IOM	International Operations Manager
IP	Implementing Partner
LOU	Letter of Understanding
LTA	Long Term Agreements
OPA	Organizational Process Assets
PAD	Performance Appraisal and Development
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PSA	Population Situation Analysis
PSB	Procurement Services Branch
RAPS	Reducing Adolescent Pregnancy in Suriname
RGD	Regional Health Services
SDG	Sustainable Development Goal
SROC	Sub Regional Office for the Caribbean
SRH	Sexual Reproductive Health
TOR	Term of Reference
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNGM	United Nations Global Marketplace
UNMSDF	United Nations Multi Sectoral Framework

EXECUTIVE SUMMARY

In Suriname the adolescent fertility rates are influenced by socio-economic factors; the adolescent fertility rate is higher among those with lower educational levels, living in rural and interior areas, the poorest, and is relatively higher among Amerindian and Maroon women. Addressing barriers that prevent the making of informed decisions and the access to quality comprehensive adolescent sexual and reproductive health (ASRH) information and services is a priority of the Government of Suriname, in order to fight poverty and inequality as well as potential negative health outcomes for girls and newborns. The development of a project management plan for such a complex project where inter-disciplinary expertise is required will aid in ensuring that the project is impactful and successful.

UNFPA is the United Nations Sexual and Reproductive Health Fund. In Suriname the organization mostly works on the policy level, however, there are a few projects and interventions which are developed upon request of and in collaboration with the government. These projects are also implemented through the government and related entities. The project "Reducing Adolescent Pregnancy in Suriname" is developed on request and with the collaboration of the government of Suriname, to ensure that adolescents are able to make informed decisions and have access to quality comprehensive adolescent sexual and reproductive health (ASRH) information and services are a priority in the fight against poverty and inequality.

UNFPA has its own organizational policies and guidelines that are applied to the planning, management, monitoring, and closing of projects. UNFPA projects are of complex and intricate nature, often fostering behavioral change, hence the importance of continuous review and amplification of the efficiency and effectiveness of the organizations' processes and enhancement of the quality and impact of the projects. The purpose of this study is to develop a project management plan based on the best practices of project management, as described by PMI. The project management plan will comprise all subsidiary management plans, required for the project management plan. The development of this project management plan will provide the opportunity to identify which PMI best practices can be applied to UNFPA's project management processes, in order to serve its clients most efficiently and effectively.

The general objective of this project was to create a Project Management Plan for the project "Reducing Adolescent Pregnancy in Suriname". The specific objectives were: to create a project integration management plan to ensure that all processes and activities of the project are identified and coordinated efficiently by developing the project charter to formalize the existence of the project and by developing the project management plan to coordinate all project plan components; to create a scope management plan to ensure that the project includes all the work required, only the work required in order to complete the project per the agreed budget and schedule.; to develop a schedule management plan to manage the timely implementation and completion of the project; to create a cost management plan for planning and managing cost in order to successfully complete the project for reducing adolescent pregnancy within the approved budget; to create a quality management plan to identify the quality requirements of the various stakeholders of

the project and to ensure that these are included during the implementation of the project; to develop a resource management plan to identify, assign and manage all physical and human resources required to successfully complete the project; to develop a communications management plan to ensure effective communication from amongst stakeholders and to effectively communicate project progress to general public; to create a risk management plan to identify and manage the risks and impacts of the risks for successful completion of the project; to create a procurement management plan to acquire the products and services necessary for the implementation of the project; to develop a stakeholder management plan to identify the direct and implementing partners, to properly manage stakeholder expectations and for effective stakeholder engagement.

The methodologies used were the analytical-synthetic and the descriptive method. Knowledge gathered from emails, meeting minutes, interviews, books, research data, policies, guidelines, and official and unofficial records of the organization, PMBOK Guide and Standards, and other sources were utilized to describe and understand all elements of the project management knowledge areas in order to create a comprehensive project management plan.

In conclusion, the project management plan exhibits the importance of project integration to unify all aspects of its project management processes and to support the organization's mission to implement projects more efficiently. The quality management plan is a key success factor of the project, this component should be developed and monitored in a structured manner. Communications, both internal and external to the project, is the tool that will drive the organizing and execution of the project management and implementation activities, as well as inform the direct stakeholders and the public of the project's objectives and results. This will create public support and foster the sustainability of the project. The procurement management plan has to be developed early into the project development process to ensure that the contraceptives can be purchased timely for the dissemination of these commodities. Furthermore, the project management plan demonstrates the significance of a stakeholder management and engagement plan. Adequate stakeholder management provides an overview of the stakeholder requirements and allows for the expectation of the stakeholders to be managed properly.

The project management plan recommends that the project manager familiarize themselves with the UNFPA project processes and the PMI good practices for innovation and efficient and effective project management. They should manage the internal project communications in a structured manner for effective results. To garner sustainability, relevant project staff should be trained in the use of quality assessment tools and techniques to enhance the quality of UNFPA projects. Technical staff of UNFPA needs to ensure that structured guidance is provided for the development of the scope to ensure that it falls within the mandate of UNFPA, the implementing partners and government policies. The rights and needs of the direct stakeholders also as to be considered to create buy-in and for the project to reach its intended results.

1.   INTRODUCTION

1.1.   Background

The United Nations Population Fund (UNFPA) is the United Nations sexual and reproductive health agency. Its mission is to deliver a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled. The organization was created in 1969. In 2018, UNFPA has launched efforts to achieve three transformative results: zero preventable maternal death, zero gender-based violence, and zero unmet need for family planning. UNFPA is working with governments, civil society, regional partners, and other UN agencies to achieve the Sustainable Development Goals (SDGs) by 2030. The organization specifically focuses on goal 3 (health), goal 5 (gender equality), and goal 10 (reduced inequalities), but it also contributes to the achievement of other goals such as goal 1 (no poverty) and goal 17 (partnerships to achieve the goals).

Among other programs and interventions, UNFPA supports:
- Reproductive health care for women and youth in more than 150 countries;
- Reliable access to modern contraceptives sufficient to benefit 20 million women a year;
- Prevention of gender-based violence, which affects 1 in 3 women;
- Prevention of teen pregnancies, complications of which are the leading cause of death for girls 15-19 years old;
- Censuses, data collection, and analyses for development planning.

The priority areas identified by the office in Suriname are guided by UNFPA's Sub-Regional Programme 2018-2021, the government's Multi-Annual Development Plan (2017-2021), the UN Multi-Country Sustainable Development Framework 2017-2021 and are reflected on a yearly basis in the Country Implementation Programme (CIP). Initiatives are identified through dialogue with sister agencies and, government and non-government stakeholders. UNFPA's focus is a policy-oriented agenda intensifying strategic alliances and partnerships as directed by the new UNMSDF and the

functionality of the Liaison Office. In this regard UNFPA Suriname builds on the following plans and policies:

- The National Sexual and Reproductive Health and Rights Policy Suriname (2020-2030), this was recently endorsed by the government of Suriname and serves as input as well as complements other policies and action plans concerning Maternal Mortality, Adolescent Health Strategy, et cetera;
- The HIV National Strategic Plan 2014-2020. Includes actions to increase access of services to a vulnerable population, increase adherence to care and expand and decentralize treatment;
- Continued strengthening of capacity for evidence-based policymaking including for the legal framework to reduce adolescent pregnancy based on the Strategic Framework of the Directorate Youth of the Ministry of Labor, Employment and Youth;
- The Population Situation Analysis (PSA), provides an overview of the population dynamics of Suriname. The PSA is also a planning tool and a source of information for the Development Plan 2022-2026 and the Population Policy.

While UNFPA Suriname mostly works on the policy level, there are a few projects and interventions which are being developed upon request of the government. These projects are also implemented through the government and related entities. The project "Reducing adolescent pregnancy in Suriname" is developed on request and with the collaboration of the government of Suriname, as ensuring that adolescents are able to make informed decisions and have access to quality comprehensive adolescent sexual and reproductive health (ASRH) information and services are a priority in the fight against poverty and inequality.

1.2.   Statement of the Problem

UNFPA has its own processes that it applies to the planning, management, monitoring, and closing of projects. Although these processes are not identical to the best practices of the Project Management Institute, the processes that UNFPA employs do have some similarities to those of PMI. Due to the fact that UNFPA manages complex and intricate

projects, it is important to continue reviewing and amplifying the efficiency and effectiveness of the organizations' processes and as a result, enhance the quality and impact of UNFPA's projects.

1.3. Purpose

As an organization UNFPA is not only focused on garnering the best possible results for its stakeholders, but also on ensuring efficiency of its internal processes to enable the employees to deliver the best possible results. The purpose of this study is to develop a project management plan based on the best practices of project management, as described by PMI. The project management plan will comprise all subsidiary management plans, required for the project management plan. The development of this project management plan will provide the opportunity to identify which PMI best practices can be applied to UNFPA's project management processes, in order to serve its clients in the most efficient and effective way.

1.4. General Objective

To develop a Project Management Plan, per the generally recognized standards of the PMI, to plan and manage the project "Reducing Adolescent Pregnancy in Suriname" in a structured, comprehensive, and efficient manner.

1.5. Specific Objectives

1. To create a project integration management plan to ensure that all processes and activities of the project are identified and coordinated efficiently by developing the project charter to formalize the existence of the project and by developing the project management plan to coordinate all project plan components;

2. To create a scope management plan to ensure that the project includes all the work required, only the work required in order to complete the project per the agreed budget and schedule;

3. To develop a schedule management plan to manage the timely implementation and completion of the project;

4. To create a cost management plan for planning and managing budget allocation and expenditure in order to complete the project within the approved budget;

5. To create a quality management plan to identify the quality requirements of the various stakeholders of the project and to ensure that these are included during the implementation of the project;

6. To develop a resource management plan to identify, assign and manage all physical and human resources required to complete the project within the agreed schedule, budget and quality;

7. To develop a communications management plan to ensure effective communication amongst stakeholders and to effectively communicate project progress to the general public;

8. To create a risk management plan to identify and manage the risks and impacts of the risks in order to complete the project per the agreed schedule, budget, and quality;

9. To create a procurement management plan to acquire the products and services necessary for the implementation of the project;

10. To develop a stakeholder management plan to identify the direct and implementing partners, to properly manage stakeholder expectations, and for effective stakeholder engagement.

2.   THEORETICAL FRAMEWORK

2.1.   Company/Enterprise framework

2.1.1. Company/Enterprise background

UNFPA is a United Nations fund that specializes in sexual and reproductive health. Since its establishment in 1969, UNFPA has been working on the realization of reproductive rights for all. The organization supports access to a wide range of sexual and reproductive health services, including voluntary family planning, maternal health care, and comprehensive sexuality education (UNFPA, 2018). UNFPA works closely with governments to ensure that they live up to the promises that were made during the 1995 International Conference on Population and Development, for men and women to freely enjoy their sexual reproductive health and rights.

2.1.2. Mission and Vision Statements

UNFPA's mission is to deliver a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled (UNFPA, 2018).

The organization's vision is to end the unmet need for family planning, end preventable maternal death, and end gender-based violence and harmful practices. Among other initiatives, the organization works towards realizing that vision, by:
- Training thousands of health workers to help ensure at least 90 percent of all childbirths are supervised by skilled attendants;
- Prevention of gender-based violence, which affects 1 in 3 women;
- Efforts to end child marriage, which could affect an estimated 70 million girls over the next 5 years.

2.1.3. Organizational Structure

The UNFPA counts hundreds of employees in different countries, with the headquarters of the organization being in New York. The Suriname Liaison office falls under the Sub-Regional Office for the English and Dutch-speaking Caribbean (SROC)

which is located in Kingston, Jamaica. The SROC falls under the Latin America and Caribbean Office (LACRO), located in Panama. The UNFPA SROC has five liaison offices in Barbados, Belize, Guyana, Suriname, and Trinidad & Tobago. From these locations, UNFPA SROC serves 22 countries and overseas territories in the English and Dutch-speaking Caribbean.

The Suriname liaison office consists of a team of 2 staff members, the liaison officer, and the programme assistant. Both employees, within the scope of their job description, are responsible for initiating, starting, and closing national UNFPA projects or assisting in the processes of regional projects. The Suriname liaison office is also responsible for providing support to Aruba, Curacao, and St. Maarten.

Below in figure 1 is the organizational structure of UNFPA SROC. While the lines in the figure are clear, responsibilities of staff members overlap. This is the same with regards to reporting lines, depending on the task the staff member is completing at that moment. The liaison officer's responsibilities mostly consist of high-level engagement and policy dialogue with the government in order to assist in program and project needs and to be able to support the government with projects or initiatives related to UNFPA's mandate. The program assistant's responsibility consists mostly of operations tasks such as procurement, finance and administrative tasks as well as communication contract, office, and asset management. Even though the liaison officer is the direct supervisor of the program assistant, for most operation tasks, the program assistant reports to the International Operations Manager (IOM) or the Admin/Finance associate. All projects that are implemented by the liaison offices are done with close collaboration and coordination with the SROC. The subject matter specialists provide programmatic support to all the liaison offices. They assist with the development of strategies and the scope of projects and with resource mobilization efforts for these projects. Ultimately the SROC reports back to LACRO who in turn reports back to HQ.
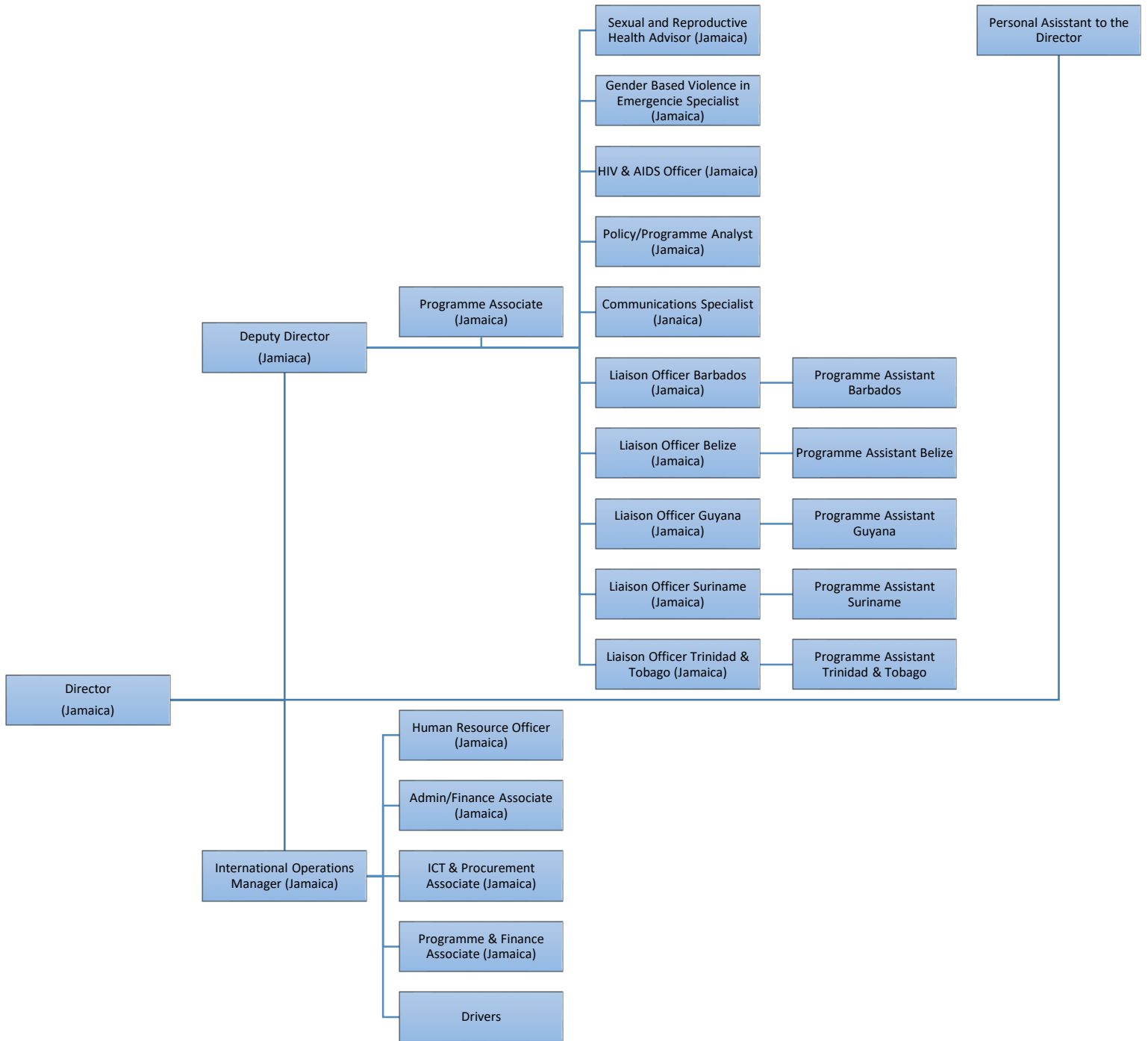
Figure 1. Organizational structure UNFPA SROC

2.1.4. Products Offered

UNFPA Suriname offers financial and technical support to the government of Suriname, non-governmental organizations, civil society organizations, youth organizations, or other UN agencies for the development of policy documents and action plans on issues related to the UNFPA's mandate. UNFPA also assists with planning, implementing, and monitoring projects of the government.

2.2. Project Management concepts

2.2.1. Project

"A project is a temporary endeavor to create a unique, product, service or result" (Project Management Institute, 2017). Projects' duration can range from 1 week to 10 years. Each project has a different budget, depending on the scope and resources of the project. Each project also has a different set of requirements. These can be either from the side of the project manager or from other stakeholders. Taking the aforementioned into account, one can conclude that a project is not only intended to deliver a unique product, service, or result. But that a project in itself is unique.

2.2.2. Project management

The Project Management Institute (2017, p. 10) defines project management in their PMBOK Guide as "the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements." It also notes that project management is accomplished through the appropriate application and integration of the project management processes identified for the project and that project management enables organizations to execute projects effectively and efficiently. This definition can also be applied to the interpretation of project management of the UNFPA. Even though the projects are managed differently within the organization, compared to the PMBOK Guide, project management still requires the application of knowledge, skills, and tools in order to get the desired results.

2.2.3. Project life cycle

A project life cycle is the series of phases that a project passes through from its start to its completion. It provides the basic framework for managing the project. A project life cycle can either be predictive or adaptive or a hybrid of both. For a predictive lifecycle, key requirements such as scope, time, and costs are determined in the initial phase of the project development and these requirements are carefully managed. For an adaptive cycle, some requirements could be determined in the initial stages of the project development and in certain cases none of the requirements are determined. For the hybrid cycle, some requirements are determined at the initial stages (predictive) while other requirements will be determined later on during project implementation.

Figure 2. Predictive project lifecycle (Srilatha, 2020)
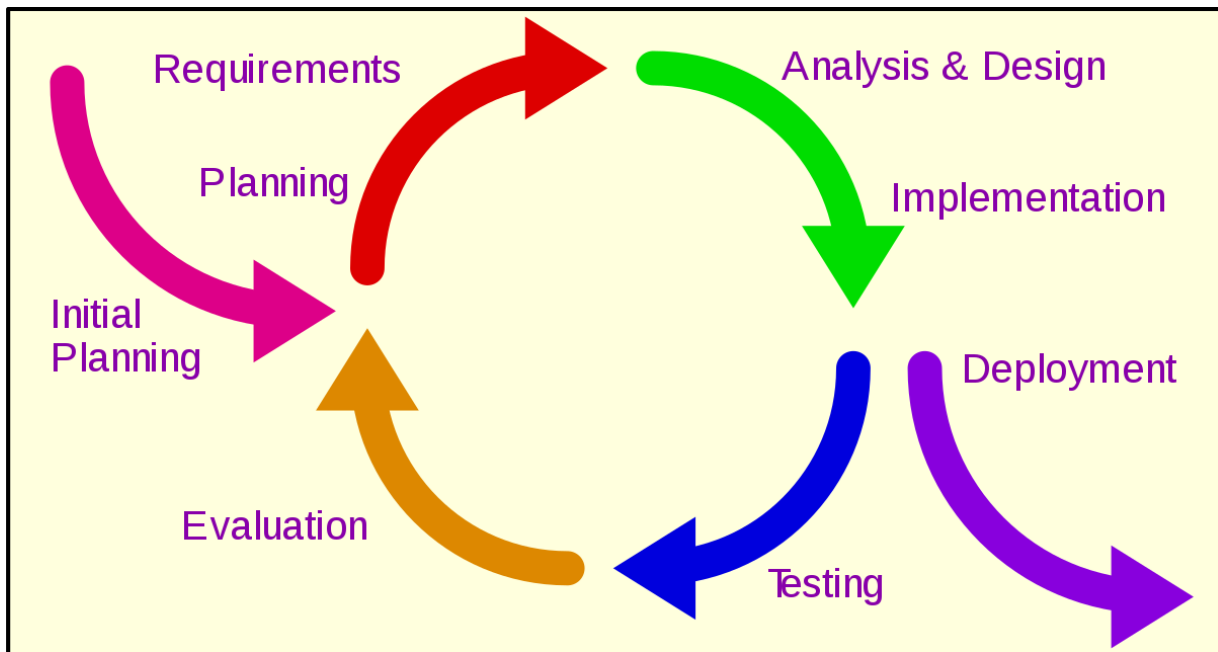
Figure 3. Incremental project life cycle.
(Source: Iterative and incremental development, Wikipedia)

2.2.4. Project management processes

Project management processes are "a systematic series of activities directed toward causing an end result where one or more inputs will be acted upon to create one or more outputs" (Project Management Institute, 2017). Examples of project management processes are plan procurement management, estimate activity duration, and manage stakeholder engagements. These processes manage project life cycles, by producing one or more outputs from one or more inputs by using appropriate project management tools and techniques.

For the development of this project management plan, the project management processes of initiating, planning, and for some activities, monitoring of several project management knowledge areas will be utilized.

2.2.5. Project management knowledge areas

A project management 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 (PMBOK, 2017, p. 23). The PMBOK identifies ten knowledge areas: project integration management, project scope management, project cost management, project schedule management, project quality management, project resource management, project communications management, project risk management, procurement management, and project stakeholder management.

For the project management plan for the project "Reducing Adolescent Pregnancy in Suriname", the knowledge areas will be applied as follows:

1. To create a project integration management plan to ensure that all processes and activities of the project are identified and coordinated efficiently by developing the project charter to formalize the existence of the project and by developing the project management plan to coordinate all project plan components.
2. To create a scope management plan to ensure that the project includes all the work required, only the work required in order to complete the project per the agreed budget and schedule;
3. To develop a schedule management plan to manage the timely implementation and completion of the project;
4. To create a cost management plan for planning and managing budget allocation and expenditure in order to complete the project within the approved budget;
5. To create a quality management plan to identify the quality requirements of the various stakeholders of the project and to ensure that these are included during the implementation of the project;
6. To develop a resource management plan to identify, assign and manage all physical and human resources required to complete the project within the agreed schedule, budget and quality;

7. To develop a communications management plan to ensure effective communication amongst stakeholders and to effectively communicate project progress to the general public;

8. To create a risk management plan to identify and manage the risks and impacts of the risks in order to complete the project per the agreed schedule, budget, and quality;

9. To create a procurement management plan to acquire the products and services necessary for the implementation of the project;

10. To develop a stakeholder management plan to identify the direct and implementing partners, to properly manage stakeholder expectations, and for effective stakeholder engagement.

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

2.3.1. Project Rationale "Reducing Adolescent Pregnancy in Suriname"

Globally, for girls, ages 15-19, the leading cause of death is complications during pregnancy and childbirth. Among other complications, they face higher risks of eclampsia, prolonged labor, and systemic infections than young women aged 20 to 24. On the other hand, millions of adolescent girls around the world put their lives at risk by undergoing unsafe abortions each year.

The total fertility rate in Suriname has been declining since the mid-fifties. However, in the youngest age group, 15-19, the decline was less than 18%. This trend indicates that even when general fertility shows a significant decline, fertility among teenagers remains persistently high. Recent data from the Multi-Indicator Cluster Survey (MICS 2018) reveals a high adolescent fertility rate, 64 births per 1,000 girls age 15-19 years.

Early childbearing significantly reduces a young woman's ability to obtain an education, due to the fact that re-entering school after delivery is often very difficult as a result of both stigma and the challenges of combining school with motherhood. Early

childbearing also disrupts school and girls' social connections, including those with mentoring adults and peers who can provide referrals or links to relevant information and institutions. It has also shown that most adolescent mothers work in the informal sector, perform unpaid economic activity in the home, or serve as low-paid domestic laborers.

In Suriname the adolescent fertility rates are influenced by socio-economic factors; the adolescent fertility rate is higher among those with lower educational levels, living in rural and interior areas, the poorest, and is relatively higher among Amerindian and Maroon women. Addressing barriers that prevent the making of informed decisions and the access to quality comprehensive adolescent sexual and reproductive health (ASRH) information and services is a priority of the Government of Suriname, in order to fight poverty and inequality as well as potential negative health outcomes for girls and newborns.

2.3.2. Objectives of the Project "Reducing Adolescent Pregnancy in Suriname"

Early childbearing among adolescent girls is disproportionately higher among the most disadvantaged: the poor, those who live in rural areas, and those belonging to Indigenous and Maroon groups. Due to higher adolescent pregnancy rates among Maroon and Indigenous populations, this project aims to reduce the high rates of unwanted pregnancies among these adolescents including the prevention of a second unplanned pregnancy, by addressing:

- The low level of information that adolescents have on the existence, availability, and location of the ASRH services;
- The limited availability and access to quality sexual and reproductive health (SRH) information, education, and services for adolescents with particular focus on limited skills of health providers in delivering services responsive to adolescents needs and limited availability of contraceptives and other commodities;

- The limited degree of knowledge among young people about the prevention of pregnancies, HIV, and STIs;
- The limited control adolescent girls and young women have on their sexual and reproductive lives;
- The limited support adolescents have in their communities towards the fulfillment of their sexual and reproductive health and rights;
- The limited access to or unavailability of vocational training for adolescents to participate in the labor market as skilled workers to support themselves financially in order to prevent unwanted and unsafe sexual acts that might lead to unplanned pregnancies.

2.3.3. Expected benefits of the project "Reducing Adolescent Pregnancy in Suriname"

The expected benefits of this project:

- Adolescent girls in the four selected resorts will have access to comprehensive sexual and reproductive health information and services;
- Adolescent girls in the four selected resorts will feel empowered to make well-informed choices that will impact their future positively.

3. METHODOLOGICAL FRAMEWORK

3.1. Information Sources

An information source is the origin or place where data, details, knowledge, or facts are obtained. Information sources can be persons, documents, videos, audios, et cetera. A source informs a person about something or provides knowledge about it. Information sources are divided into separate distinct categories: primary, secondary, and tertiary (Information Source, n.d.).

3.1.1. Primary Sources

"A primary source provides direct or firsthand evidence about an event, object, person, or work of art. Primary sources provide the original materials on which other research is based and enable students and other researchers to get as close as possible to what actually happened during a particular event or time period. Published materials can be viewed as primary resources if they come from the time period that is being discussed, and were written or produced by someone with firsthand experience of the event. Often primary sources reflect the individual viewpoint of a participant or observer. Primary sources can be written or non-written (sound, pictures, artifacts). In scientific research, primary sources present original thinking, report on discoveries, or share new information."

Examples of primary sources: personal letters, correspondence, interviews, surveys, fieldwork, internet communications on email, blogs, newsgroups, books, magazine and newspaper articles and ads published at the time, public opinion polls, speeches, research data, official and unofficial records of organizations and government agencies, audio and video recordings, government documents, patents, technical reports, scientific journal articles reporting experimental research results (Primary Sources, n.d.).

For the development of the Final Graduation Project, the primary information sources that will be used are emails, meeting minutes, interviews, books, research data, and official and unofficial records of the organization.

3.1.2. Secondary Sources

"Secondary sources describe, discuss, interpret, comment upon, analyze, evaluate, summarize, and process primary sources. A secondary source is generally one or more steps removed from the event or time period and is written or produced after the fact with the benefit of hindsight. Secondary sources often lack the freshness and immediacy of the original material. On occasion, secondary sources will collect, organize, and repackage primary source information to increase usability and speed of delivery, such as an online encyclopedia. Like primary sources, secondary materials can be written or non-written (sound, pictures, movies).

Examples of secondary sources: bibliographies, dictionaries, encyclopedias, and atlases, articles from magazines, journals, and newspapers after the event, literature reviews and review articles (e.g., movie reviews, book reviews), history books and other popular or scholarly books, works of criticism and interpretation, commentaries and treatises, textbooks, indexes, and abstracts." (Secondary Sources, n.d.).

Secondary information sources that will be used for this Final Graduation Project include PMBOK Guide and Standards, the internet, articles from magazines, encyclopedias, abstracts.

Chart 1. Information sources

Objectives	Information sources	
	Primary	Secondary
To create a project integration management plan to ensure that all processes and activities of the project are identified and coordinated efficiently by developing the project charter to formalize the existence of the project and by developing the project management plan to	Emails, meeting minutes, interviews, books, research data and official and unofficial records of the organization.	PMBOK Guide and Standards, internet, articles from magazines, encyclopedias, abstracts.

coordinate all project plan components.		
To create a scope management plan to ensure that the project includes all the work required, only the work required in order to complete the project per the agreed budget and schedule.	Emails, meeting minutes, interviews, books, research data and official and unofficial records of the organization.	PMBOK Guide and Standards, internet, articles from magazines, encyclopedias, abstracts.
To develop a schedule management plan to manage the timely implementation and completion of the project.	Emails, meeting minutes, interviews, books, research data and official and unofficial records of the organization.	PMBOK Guide and Standards, internet, articles from magazines, encyclopedias, abstracts.
To create a cost management plan for planning and managing budget allocation and expenditure in order to complete the project within the approved budget.	Emails, meeting minutes, interviews, books, research data and official and unofficial records of the organization.	PMBOK Guide and Standards, internet, articles from magazines, encyclopedias, abstracts.
To create a quality management plan to identify the quality requirements of the various stakeholders of the project and to ensure that these are included during the implementation of the project.	Emails, meeting minutes, interviews, books, research data and official and unofficial records of the organization.	PMBOK Guide and Standards, internet, articles from magazines, encyclopedias, abstracts.
To develop a resource management plan to identify, assign and manage all physical and human resources required to complete the project within	Emails, meeting minutes, interviews, books, research data and official and	PMBOK Guide and Standards, internet, articles from magazines,

the agreed schedule, budget and quality.	unofficial records of the organization.	encyclopedias, abstracts.
To develop a communications management plan to ensure effective communication amongst stakeholders and to effectively communicate project progress to general public.	Emails, meeting minutes, interviews, books, research data and official and unofficial records of the organization.	PMBOK Guide and Standards, internet, articles from magazines, encyclopedias, abstracts.
To create a risk management plan to identify and manage the risks and impacts of the risks in order to complete the project per the agreed schedule, budget and quality.	Emails, meeting minutes, interviews, books, research data and official and unofficial records of the organization.	PMBOK Guide and Standards, internet, articles from magazines, encyclopedias, abstracts.
To create a procurement management plan to acquire the products and services necessary for the implementation of the project.	Emails, meeting minutes, interviews, books, research data and official and unofficial records of the organization.	PMBOK Guide and Standards, internet, articles from magazines, encyclopedias, abstracts.
To develop a stakeholder management plan to identify the direct and implementing partners, to properly manage stakeholder expectations and for effective stakeholder engagement.	Emails, meeting minutes, interviews, books, research data and official and unofficial records of the organization.	PMBOK Guide and Standards, internet, articles from magazines, encyclopedias, abstracts.

3.2.   Research Methods

Research methods are the various strategies, procedures, schemes, and algorithms, used in research. All the methods used by a researcher during a research study are termed research methods. They are essentially planned, scientific, and value-neutral. They include theoretical procedures, experimental studies, numerical schemes, and statistical approaches. Research methods help us collect samples, data and find a solution to a problem in order to create a better understanding of a topic. Particularly, scientific research methods call for explanations based on collected facts, measurements, and observations and not on reasoning alone. They accept only those explanations which can be verified by experiments (Goundar, 2012; University of Newcastle Library guides, 2020).

3.2.1. Analytical-Synthetic Method

An analytic approach to research would look at a topic from a constituent point of view. The researcher tries to understand the whole phenomenon by looking at the separate parts. A synthetic approach to research looks at the research question or topic from a holistic point of view. The researcher tries to understand the parts of the problem by looking at the whole.

3.2.2. Descriptive method

Descriptive research attempts to determine, describe, or identify what is. Descriptive research uses description, classification, measurement, and comparison to describe what phenomena are (Yang, n.d.). In descriptive research, you collect data about your study subject without intervening. The validity of your research will depend on your sampling method. This method allows you to gather more data on a larger scale (Scribbr, n.d.).

Chart 2. Research methods

Objectives	Research methods	
	Analytical-synthetic method	**Descriptive method**
To create a project integration management plan to ensure that all processes and activities of the project are identified and coordinated efficiently by developing the project charter to formalize the existence of the project and by developing the project management plan to coordinate all project plan components.	This method will be applied to utilize the knowledge gathered from the sources identified in chart 1, to understand all elements of project integration management in order to create a comprehensive project management plan.	This method will be utilized to identify and describe all elements of project integration management.
To create a scope management plan to ensure that the project includes all the work required, only the work required in order to complete the project per the agreed budget and schedule.	This method will be applied to utilize the knowledge gathered from the sources identified in chart 1, to understand all elements of project scope management in order to create a comprehensive scope management plan.	This method will be utilized to identify and describe all elements of project scope management.
To develop a schedule management plan to manage the timely implementation and completion of the project.	This method will be applied to utilize the knowledge gathered from the sources identified in chart 1, to understand all	This method will be utilized to identify and describe all elements of project schedule management.

	elements of project schedule management in order to create a comprehensive schedule management plan.	
To create a cost management plan for planning and managing budget allocation and expenditure in order to complete the project within the approved budget.	This method will be applied to utilize the knowledge gathered from the sources identified in chart 1, to understand all elements of project cost management in order to create a comprehensive cost management plan.	This method will be utilized to identify and describe all elements of project cost management.
To create a quality management plan to identify the quality requirements of the various stakeholders of the project and to ensure that these are included during the implementation of the project.	This method will be applied to utilize the knowledge gathered from the sources identified in chart 1, to understand all elements of project quality management in order to create a comprehensive quality management plan.	This method will be utilized to identify and describe all elements of project quality management.
To develop a resource management plan to identify, assign and manage all physical and human resources required to complete the project within the agreed schedule, budget and quality.	This method will be applied to utilize the knowledge gathered from the sources identified in chart 1, to understand all elements of project resource management in order to create a	This method will be utilized to identify and describe all elements of project resource management.

	comprehensive resource management plan.	
To develop a communications management plan to ensure effective communication amongst stakeholders and to effectively communicate project progress to general public.	This method will be applied to utilize the knowledge gathered from the sources identified in chart 1, to understand all elements of project communications management in order to create a comprehensive communications management plan.	This method will be utilized to identify and describe all elements of project communications management.
To create a risk management plan to identify and manage the risks and impacts of the risks in order to complete the project per the agreed schedule, budget and quality.	This method will be applied to utilize the knowledge gathered from the sources identified in chart 1, to understand all elements of project risk management in order to create a comprehensive risk management plan.	This method will be utilized to identify and describe all elements of project risk management.
To create a procurement management plan to acquire the products and services necessary for the implementation of the project.	This method will be applied to utilize the knowledge gathered from the sources identified in chart 1, to understand all elements of project procurement management in order to create a comprehensive	This method will be utilized to identify and describe all elements of project procurement management.

	procurement management plan.	
To develop a stakeholder management plan to identify the direct and implementing partners, to properly manage stakeholder expectations and for effective stakeholder engagement.	This method will be applied to utilize the knowledge gathered from the sources identified in chart 1, to understand all elements of project stakeholder management in order to create a comprehensive stakeholder management plan.	This method will be utilized to identify and describe all elements of project stakeholder management.

3.3. Tools

PMBOK Guide (2017) describes a tool as "something tangible, such as a template or software program, used in performing an activity to produce a product". The tools which will be used for the development of this project management plan include:

- Project management information systems (PIMS): several computer apps and software will be used to streamline the development of the project management plan and the implementation of the project. PIMS that will be utilized include Microsoft Office Project Professional and Microsoft Office Excel. Microsoft Office Project Professional is an application in which project management team can be inputted and display to the stakeholders, according to relevancy. This enables the project manager to provide the project sponsor with an overview of the budget utilization only or the budget utilization and schedule progress. Microsoft Office Excel will be used to develop various project templates which will provide the stakeholders and the project team with a direct overview of that specific project component they are working on. Estimation of the project cost will be developed will be calculated and displayed Microsoft Office Excel for the financial staff of the project team. The quality management plan template will be developed and displayed in this same app to provide the project stakeholders with a direct overview of the quality requirements.

- Data representation: this will be displayed in templates, forms, tables, and charts, as required and appropriate for the project component. These tools will be uploaded in the online project repository to ensure ease of access for all stakeholders, as well as their understanding of the respective project components.

- Communication technology: for communication throughout the project, the stakeholders will make use of laptop or desktop computers, telephones, social media applications, and newspapers.

Chart 3. Tools

Objectives	Tools
To create a project integration management plan to ensure that all processes and activities of the project are identified and coordinated efficiently by developing the project charter to formalize the existence of the project, and by developing the project management plan to coordinate all project plan components.	- Expert judgment - Data gathering - Interpersonal and team skills - Knowledge management
To create a scope management plan to ensure that the project includes all the work required, only the work required in order to complete the project per the agreed budget and schedule.	- Expert judgement - Data analysis - Interpersonal & team skills
To develop a schedule management plan to manage the timely implementation and completion of the project.	- Expert judgment - Data analysis - Project management information systems - Decomposition - Analogous estimating - Meetings
To create a cost management plan for planning and managing budget allocation and expenditure in order to complete the project within the approved budget.	- Expert judgment - Data analysis - Analogous estimating - Bottom-up estimating - Decision making - Historical information review - Financing

To create a quality management plan to identify the quality requirements of the various stakeholders of the project and to ensure that these are included during the implementation of the project.	- Expert judgement - Data gathering - Data analysis - Decision making - Data representation - Meetings
To develop a resource management plan to identify, assign and manage all physical and human resources required to complete the project within the agreed schedule, budget and quality.	- Expert judgment - Data representation - Meetings - Bottom-up estimating - Analogous estimating - Data analysis - Project management information systems - Interpersonal and team skills - Pre-assignment - Virtual teams - Communication technology - Training
To develop a communications management plan to ensure effective communication amongst stakeholders and to effectively communicate project progress to general public.	- Expert judgment - Communication requirements analysis - Communication technology - Communication methods - Interpersonal and team skills - Project management information systems - Data representation - Meetings
To create a risk management plan to identify and manage the risks and impacts of the risks in order to complete the project per the agreed schedule, budget and quality.	- Expert judgment - Data analysis - Meetings - Data gathering

	- Interpersonal and team skills
	- Data representation
To create a procurement management plan to acquire the products and services necessary for the implementation of the project.	- Expert judgment - Data gathering - Data analysis - Meetings
To develop a stakeholder management plan to identify the direct and implementing partners, to properly manage stakeholder expectations and for effective stakeholder engagement.	- Expert judgment - Data gathering - Data analysis - Data representation - Meetings - Decision making - Communication skills - Interpersonal and team skills

3.4.   Assumptions and Constraints

As defined by PMBOK (2017), an assumption is a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration. A constraint is A limiting factor that affects the execution of a project, program, portfolio, or process.

Chart 4. Assumptions and constraints

Objectives	Assumptions	Constraints
To create a project integration management plan to ensure that all processes and activities of the project are identified and coordinated efficiently by developing the project charter to formalize the existence of the project, and by developing the	Project charter is completed timely to ensure project integration during development of project management plan.	No constraints

Objectives	Assumptions	Constraints
project management plan to coordinate all project plan components.		
To create a scope management plan to ensure that the project includes all the work required, only the work required in order to complete the project per the agreed budget and schedule.	All stakeholders have agreed on the scope of the project in order to develop the scope management plan and subsidiary structures and matrices, to document all the work required and only the work required.	Stakeholders are not in agreement of project scope.
To develop a schedule management plan to manage the timely implementation and completion of the project.	The time allocated for developing the project management plan and for executing the project is sufficient.	Unforeseen circumstances cause delay in the development of the project management plan, resulting in delay of project execution.
To create a cost management plan for planning and managing budget allocation and expenditure in order to complete the project within the approved budget.	The required funding for the project is calculated accurately, mobilized timely and allocated efficiently to prevent budget deficits during project execution.	Unforeseen circumstances causing a surge in project costs, resulting in deficiencies in the project budget.

Objectives	Assumptions	Constraints
To create a quality management plan to identify the quality requirements of the various stakeholders of the project and to ensure that these are included during the implementation of the project.	The quality requirements of all stakeholders are clear and the quality management plan results in quality project deliverables.	Deliverables of the project are comprised of services of which the quality rating can be subjective.
To develop a resource management plan to identify, assign and manage all physical and human resources required to complete the project within the agreed schedule, budget and quality.	The resource management plan gives a clear indication of the resources required for the project.	Planned resources are not sufficient for project execution due to unforeseen and unplanned activities.
To develop a communications management plan to ensure effective communication amongst stakeholders and to effectively communicate project progress to general public.	The project communications plan will enable clear and consistent communication between project stakeholders and between the stakeholders and general public.	Project beneficiaries speak different native languages and are often not fluent in the official language of the country, resulting in miscommunication.
To create a risk management plan to identify and manage the risks and impacts of the risks in order to complete the project per the agreed schedule, budget and quality.	Risks are carefully identified and properly categorized to manage effectively with risk management plan.	Unforeseen risks that cannot be managed by stakeholders cause disruption of project execution.

Objectives	Assumptions	Constraints
To create a procurement management plan to acquire the products and services necessary for the implementation of the project.	All resources to be acquire are identified timely to ensure that procurement management plan is complete and comprehensive.	A shortage in expert consultants due to small market.
To develop a stakeholder management plan to identify the direct and implementing partners, to properly manage stakeholder expectations and for effective stakeholder engagement.	The stakeholder management plan includes all stakeholders and stakeholders are engaged sufficiently and managed effectively.	Large number of stakeholders over a vast territory create difficulties to engage all stakeholders properly.

3.5. Deliverables

A deliverable is a unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project. A deliverable may be tangible or intangible such as a product, service, or document (PMBOK, 2017, p. 4).

Chart 5. Deliverables

Objectives	Deliverables
To create a project integration management plan to ensure that all processes and activities of the project are identified and coordinated efficiently by developing the project charter to formalize the existence of the project and by developing the project management plan to coordinate all project plan components.	- Project charter to formalize and authenticate the existence of the project. - Project management plan to coordinate and integrate all project components.
To create a scope management plan to ensure that the project includes all the work required, only the work required in order to complete the project per the agreed budget and schedule.	- Scope management plan to document how the project scope will be defined and validated. - Requirements documentation to indicate the linkage between individual requirements and business needs of the project. - Requirements traceability matrix to demonstrate the value of each requirement by linking it to the general and specific objectives of the project. - Project scope statement to ensure that all stakeholders have a common understanding of the project deliverables and of elements that are not included in the project deliverables.
To develop a schedule management plan to manage the timely implementation and completion of the project.	- Schedule management plan to establish the criteria and activities to develop and monitor the schedule.

	- Activity list to document the activities required during project execution.
	- Project schedule network diagram to demonstrate the relationships between the project activities.
	- Schedule baseline to indicate and monitor the planned start and finish dates of the project.
To create a cost management plan for planning and managing budget allocation and expenditure in order to complete the project within the approved budget.	- Cost management plan to plan and structure the project costs. - Cost baseline, presenting the approved project budget. - Project funding requirements to document funding needs, sources and installments.
To create a quality management plan to identify the quality requirements of the various stakeholders of the project and to ensure that these are included during the implementation of the project.	- Quality management plan to describe how quality objectives will be achieved.
To develop a resource management plan to identify, assign and manage all physical and human resources required to complete the project within the agreed schedule, budget and quality.	- Resource management plan to effectively categorize, allocate and manage project resources. - Project team assignments to document the roles and responsibilities of various team members.
To develop a communications management plan to ensure effective communication amongst stakeholders and to effectively communicate project progress to general public.	- Communications management plan to document how communication within the project will be planned and structured.
To create a risk management plan to identify and manage the risks and impacts of the risks	- Risk management plan to document and manage risk management activities.

in order to complete the project per the agreed schedule, budget and quality.	- Risk register to document the identified risks, the causes, consequences and impact of these risks.
To create a procurement management plan to acquire the products and services necessary for the implementation of the project.	- Procurement management plan, documenting all activities to be undertaken during the procurement process. - Procurement strategy to document how project procurement will be conducted throughout the project.
To develop a stakeholder management plan to identify the direct and implementing partners, to properly manage stakeholder expectations and for effective stakeholder engagement.	- Stakeholder register to document all identified stakeholders of the project. - Stakeholder engagement plan to plan the strategies required to include stakeholders in the decision-making and execution process of the project.

4.   RESULTS

This chapter is comprised of the project management process groups initiating, planning, and monitoring in relation to the ten project management knowledge areas for the project management plan for the project "Reducing Adolescent Pregnancy in Suriname" (project RAPS). For each knowledge area, relevant key elements of the initiating and planning process groups will be analyzed to develop the project management plan. The monitoring process group will be analyzed as far as it is applicable to this stage of the project (the development stage).

A project management knowledge area is subdivided into a number of project management activities or project management processes. The project management processes describe the specific components required for the composition and completion of that particular knowledge area. The specific components are mentioned and described as inputs, tools and techniques, and outputs of the processes. Inputs are the elements required to initiate the development of a particular project management activity, tools and techniques are the required skill to execute that particular project activity in order to generate the outputs. For example, for the planned procurement management process, the organizational process assets are required as input, expert judgement is then the tool or technique that is utilized to develop the procurement management plan.

4.1. 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. The processes of project integration management include: develop project charter, develop project management plan, direct and manage project work, manage project knowledge, monitor and control project work, perform integrated change control and, close project or phase.

For any organization it would be beneficial to ensure that project integration management is managed by a project manager as it includes the merging, connecting, and managing of the planning, initiation, monitoring, and execution of the nine other knowledge areas. According to PMBOK, project integration management is about, among other points:

- Ensuring that the deliverable due dates of the product, service, or result; project life cycle; and the benefits management plan are aligned;
- Providing a project management plan to achieve the project objectives;
- Managing the performance and changes of the activities in the project management plan;
- Making integrated decisions regarding key changes impacting the project;
- Measuring and monitoring the project's progress and taking appropriate action to meet project objectives and
- Completing all the work of the project and formally closing each phase, contract, and the project as a whole.

Project Integration Management Overview

4.1 Develop Project Charter

.1 Inputs
  .1 Business documents
  .2 Agreements
  .3 Enterprise environmental factors
  .4 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Data gathering
  .3 Interpersonal and team skills
  .4 Meetings

.3 Outputs
  .1 Project charter
  .2 Assumption log

4.2 Develop Project Management Plan

.1 Inputs
  .1 Project charter
  .2 Outputs from other processes
  .3 Enterprise environmental factors
  .4 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Data gathering
  .3 Interpersonal and team skills
  .4 Meetings

.3 Outputs
  .1 Project management plan

4.3 Direct and Manage Project Work

.1 Inputs
  .1 Project management plan
  .2 Project documents
  .3 Approved change requests
  .4 Enterprise environmental factors
  .5 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Project management information system
  .3 Meetings

.3 Outputs
  .1 Deliverables
  .2 Work performance data
  .3 Issue log
  .4 Change requests
  .5 Project management plan updates
  .6 Project documents updates
  .7 Organizational process assets updates

4.4 Manage Project Knowledge

.1 Inputs
  .1 Project management plan
  .2 Project documents
  .3 Deliverables
  .4 Enterprise environmental factors
  .5 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Knowledge management
  .3 Information management
  .4 Interpersonal and team skills

.3 Outputs
  .1 Lessons learned register
  .2 Project management plan updates
  .3 Organizational process assets updates

4.5 Monitor and Control Project Work

.1 Inputs
  .1 Project management plan
  .2 Project documents
  .3 Work performance information
  .4 Agreements
  .5 Enterprise environmental factors
  .6 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Data analysis
  .3 Decision making
  .4 Meetings

.3 Outputs
  .1 Work performance reports
  .2 Change requests
  .3 Project management plan updates
  .4 Project documents updates

4.6 Perform Integrated Change Control

.1 Inputs
  .1 Project management plan
  .2 Project documents
  .3 Work performance reports
  .4 Change requests
  .5 Enterprise environmental factors
  .6 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Change control tools
  .3 Data analysis
  .4 Decision making
  .5 Meetings

.3 Outputs
  .1 Approved change requests
  .2 Project management plan updates
  .3 Project documents updates

4.7 Close Project or Phase

.1 Inputs
  .1 Project charter
  .2 Project management plan
  .3 Project documents
  .4 Accepted deliverables
  .5 Business documents
  .6 Agreements
  .7 Procurement documentation
  .8 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Data analysis
  .3 Meetings

.3 Outputs
  .1 Project documents updates
  .2 Final product, service, or result transition
  .3 Final report
  .4 Organizational process assets updates

Figure 4. Project Integration Management Overview

Chart 6. Roles and responsibilities Project Integration Management

Overview assigned functions Project Integration Management	
Project: Reducing Adolescent Pregnancy in Suriname (RAPS)	
Roles	**Responsibilities**
Project Manager (External consultant)	Develop project charter, business case and benefits management plan. Initiate dialogue with stakeholders regarding project all project requirements.
Project Sponsor	Conduct dialogue with government on all project requirements, review and approve project charter, business case and benefit management plan.
UNFPA Program Assistant	Assist project manager with the development of the project charter, conduct research to assist with data collection for development of the business case, conduct research to assist with data collection for development of the benefits management plan, assist project manager with the scheduling of meetings.
UNFPA Liaison officer	Inform government of the readiness of UNFPA to plan the project, introduce project manager to government via formal communication, prepare induction training for project manager for familiarization with UNFPA policies, connect project manager with key government resource persons

4.1.1. Develop Project Charter

The UNFPA supported projects are all planned, executed, monitored, and finalized or continued in collaboration with and with the cooperation of the national government of Suriname. The UNFPA does not have the authority to implement projects and activities on its own recourse. In the past, there have been a number of projects and activities focused on the reduction of adolescent pregnancy in Suriname. While these projects and activities were successful, unfortunately, they were terminated after a few years due to the lack of implementation capacity of the government, either caused by a lack of expertise (high turnover of experienced staff) or lack of funds. UNFPA has been working very closely with the government to mobilize and dedicate resources to reinvigorate their mutual commitment to reduce adolescent pregnancy in Suriname. The continued dialogues and meetings between the government and UNFPA resulted

in the development of the proposal for project RAPS. Per the project charter, this proposal is being further developed into a comprehensive and substantive project management plan.

The PMBOK describes the development of the project charter as a process of developing a document that formally authorizes the existence of a project, it provides the project manager with the authority to apply organizational resources to project activities. The benefits of developing the charter are that it shows the link between the project objectives and the organization objectives. It also creates a formal record and documents the organization's commitment to the project.

4.1.1.1. Inputs

- **Business case and agreements:** the project charter for this project management plan was developed by reviewing the historical data of similar projects that UNFPA and the government have implemented collaboratively. The review of these projects took place during meetings where policy advisors of the key ministries analyzed the information and data from previous similar projects to determine if this type of project will be beneficial for the target groups.

The objectives of this project are linked with numerous organizational, development, or strategic objectives of both the UNFPA and the government of the Republic of Suriname. These include national, regional and international, strategic plans, policies, and frameworks the Republic of Suriname has committed to, to safeguard the human and the economic, social, and cultural rights of Surinamese citizens. The strategic objectives of the government of Suriname include:

  o The goals set out in the "National Strategic Plan for Health and Well-being 2019-2028"; such as "Universal people-centered health care system for Suriname", which focuses on the "Full implementation of a primary health care approach to health systems that are people-centered, ensures the right to health, is equitable and where the people of Suriname receive

care and benefits according to their needs and contribute according to their capacity."

- o The Suriname Sexual Reproductive Health and Rights Policy 2020-2030, which aims to guide and coordinate a multi-sectoral approach for the facilitation of the development of legislation and regulations for the delivery of comprehensive quality SRHR services and to facilitate the mobilization and dedication of adequate and sufficient resources to enhance the integration of SRHR services at all service delivery on health service delivery.

- o The "Gender Vision Policy Document 2021-2035", which has key priority areas that will be addressed to achieve gender equality and empowerment of women and girls in Suriname. The priority areas include, among others, health, education, labor, income, and poverty reduction.

Apart from these national strategic policies and guidelines, Suriname is also a party of regional and international commitments that prioritize the development and implementation of programs and projects to advance access to SRHR services. These include the CARICOM/UNFPA Integrated Strategic Framework for the Reduction of Adolescent Pregnancies in the Caribbean, the Programme of Action of the International Conference on Population and Development, and also the Agenda 2030 for Sustainable Development.

For UNFPA Suriname, the RAPS project objectives are, among others, linked with the organizational strategies that focus on the increase of the national capacity to strengthen the enabling environment for integrated SRH services targeting underserved populations.

4.1.1.2. Tools and techniques

- **Expert judgment and data gathering:** brainstorming sessions and the use of expert judgement, in collaboration with NGOs and other non-profit organizations

around the issue of adolescent pregnancy, were also conducted to develop the project charter. The use of expert judgement from individuals with experience in the respective subject matter to determine what the best approach is for developing the charter and the subsequent documents.
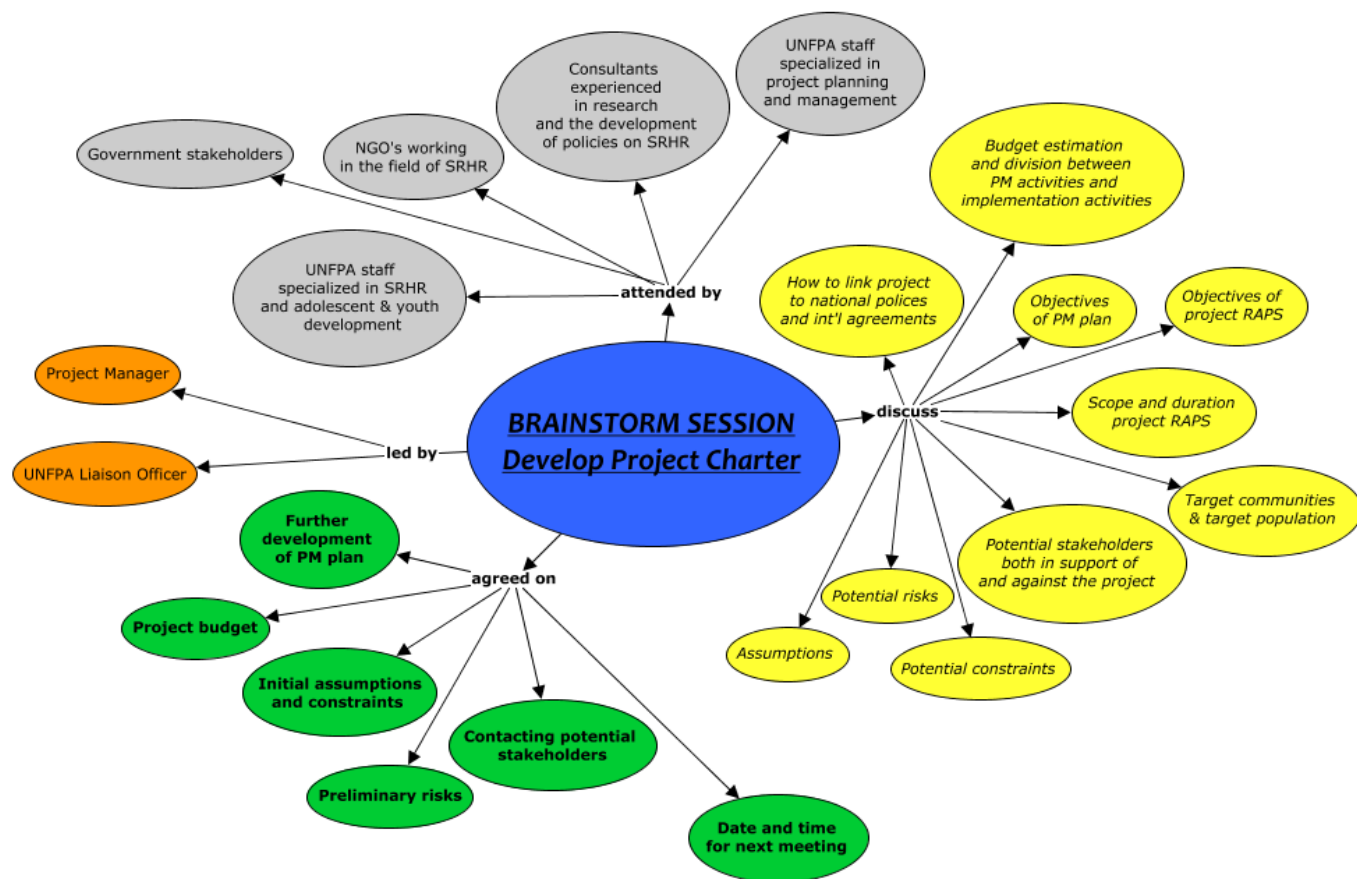
Figure 5. Brainstorming Session Develop Project Charter Process

4.1.1.3. Outputs

- **The project charter:** as shown in chart 7, describing the high-level project agreements.
- **Assumption log:** this contains the high-level strategic and operational assumptions and the constraints about the development of the project

management plan. For this project, an assumption log will be developed to document identified assumptions. The log will also show which organization is responsible for a particular assumption as well as the action to be taken and the status of the assumption.

Chart 7. Project Charter Project RAPS

PROJECT CHARTER Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
Date	**Project Name:**
1 May 2021	Reducing Adolescent Pregnancy in Suriname
Knowledge Areas / Processes	**Application Area (Sector / Activity)**
Knowledge areas: Project Integration Management Project Scope Management Project Schedule Management Project Cost Management Project Quality Management Project Resource Management Project Communications Management Project Risk Management Project Procurement Management Project Stakeholder management **Process groups:** Initiating, Planning and Monitoring	Sexual Health, Public Health and Well-Being, Gender Equality, Reduced Inequalities, Population Development.
Start date	**Finish date**
1 October 2021	31 December 2023
Project Objectives (general and specific)	
General objective: To reduce the high rates of unwanted pregnancies, including the prevention of a second unplanned pregnancy, among adolescents in the resorts Latour, Brownsweg, Kabalebo, and Moengo. **Specific objectives:** 1. To address the low level of information that adolescents have on the existence, availability, and location of the ASRH services; 2. To enhance the availability and access to quality sexual and reproductive health (SRH) information, education, and services for adolescents; 3. To strengthen the capacity of health providers in order to deliver services responsive to adolescents' needs; 4. To increase the availability of contraceptives and other commodities;	

5. The enhance the knowledge among young people about the prevention of pregnancies, HIV, and STIs;
6. To build the capacity of adolescent girls and young women and empower them to make choices regarding their sexual and reproductive health;
7. To create awareness on the importance of ASRH within the communities to foster support for the prevalence of SRH information and services in the communities;
8. To provide vocational training and workshops to increase the employability and independence of the adolescents in order to prevent unwanted and unsafe sexual acts that might lead to unplanned pregnancies.

Project purpose or justification (merit and expected results)

Globally, for girls, ages 15-19, the leading cause of death are complications during pregnancy and childbirth. Among other complications they face higher risks of eclampsia, prolonged labor and systemic infections than young women aged 20 to 24. On the other hand, millions of adolescent girls around the world put their lives at risk by undergoing unsafe abortions each year.

Early childbearing significantly reduces a young woman's ability to obtain an education, due to the fact that re- entering school after delivery is often very difficult as a result of both stigma and the challenges of combining school with motherhood. Early childbearing also disrupts school and girls' social connections. Including those with mentoring adults and peers who can provide referrals or links to relevant information and institutions. It has also shown that most adolescent mothers work in the informal sector, perform unpaid economic activity in the home, or serve as low-paid domestic laborers.

In Suriname the adolescent fertility rates are influenced by socio-economic factors; the adolescent fertility rate is higher among those with lower educational levels, living in rural and interior areas, the poorest and is relatively higher among Amerindian and Maroon women. Addressing barriers that prevent the making of informed decisions and the access to quality comprehensive adolescent sexual and reproductive health (ASRH) information and services is a priority of the Government of Suriname, in order to fight poverty and inequality as well as potential negative health outcomes for girls and new-borns. The expected benefit of this project is that adolescent girls in the four selected resorts will have access to comprehensive sexual and reproductive health information and services and that these girls will feel empowered to make well informed choices that will impact their future positively.

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

Reduced cases of adolescent pregnancy in the resorts Latour, Brownsweg, Kabalebo, and Moengo by 20%.

Assumptions

- Scope: all stakeholders have agreed on the scope of the project and will develop their respective activities within the limits of the scope.
- Schedule: the project deliverables will be completed on time.
- Resources: the project team will be able to procure the necessary project resources timely.
- Cost: the required funding for the project is calculated accurately, mobilized timely and allocated efficiently to prevent budget deficits during project execution.
- Cost: the project costs will not exceed the approved budget.
- Risks: project risks and impact of the risks will be mitigated successfully.

- Communications: the project communications between the project stakeholders and between the stakeholders and general public will transpire in a clear and consistent manner.
- Stakeholders: all project stakeholders will be in consensus of the project strategy
- Stakeholders: the project beneficiaries will be receptive of the project and its objectives.

Constraints

- Resources: the type of expertise required for the implementation of the project. language barriers, experienced personnel or consultants, number of available personnel.
- Schedule: logistical issues to travel to travel to 1 or 2 resources might cause delay in the project schedule
- Costs: project budget is insufficient due to inflation.
- Stakeholders: stakeholders have diverse requirements and working modalities, making the coordination of the implementation activities challenging

Preliminary risks

- If flooding of the target areas occurs during multiple stages of the project, it might become hard to travel to some of the selected resorts, which will result in delay of the project schedule
- If social norms and cultural factors are, the communities might resist the required (behavioral) change necessary for the success of the project. This will result in a failed project.
- If project stakeholders do not coordinate effectively and efficiently, the project will be implemented in a chaotic manner, which will result in project delays, duplication of efforts or non-execution of a project activity.
- If COVID-19 infections increase and stringent measures are enforced, the project team will not be able to properly implement the project, resulting in project delays.

Budget

The estimated budget for this two-year project $1,271,297.66

	Costs
Project Management Costs	$ 317,824.42
Project Implementation Costs	$ 851,769.43
Agency Implementation costs (UNFPA, 5%)	$ 63,564.88
UNDPs General Management Support rate (3%)	$ 38,138.93
Total Project Costs	$1,271,297.66

Milestones and dates

Milestone	Time period	
Project Management Plan	Year 1	
Improved access to quality ASRH information, education and SRH services	Year 1	Year 2
Strengthened inter-sectoral and intra-sectoral coordination and community involvement for an enabling environment	Year 1	

Young people able to make informed decisions about their sexual and reproductive health and well-being		Year 2
Availability of free educational programs to enhance employability	Year 1	Year 2
Strengthened accountability mechanisms for local government entities for prevention and response programs to end teenage pregnancies	Year 1	Year 2

Relevant historical information

The United Nations Population Fund (UNFPA) is the United Nations sexual and reproductive health agency. Its mission is to deliver a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled. The organization was created in 1969. In 2018, UNFPA has launched efforts to achieve three transformative results: zero preventable maternal death, zero gender-based violence and zero unmet need for family planning. While UNFPA Suriname mostly works on the policy level, there are a few projects which are being requested by and implemented through the government and related entities. The project "Reducing adolescent pregnancy in Suriname" is developed on request and with collaboration of the government of Suriname, as ensuring that adolescent is able to make informed decisions and have access to quality comprehensive adolescent sexual and reproductive health (ASRH) information and services are a priority in the fight against poverty and inequality.

Stakeholders

Direct stakeholders:
- Adolescent girls (aged 10-19) of Maroon and Indigenous descent
- Young people of maroon and indigenous descent

Implementing partners:
- Community & village leaders
- Ministry of Public Health
- Ministry of Education, Science & Culture
- Ministry of Labor, Employment Opportunity & Youth Affairs
- Ministry of Regional Development & Sports Ministry of Finance
- Lobi Health Center Foundation
- Medical Mission
- Regional Health Services

Project Manager:	Signature:
Authorized by:	Signature:

Chart 8. Assumption log project RAPS

No.	PM Knowledge area/PM process	Assumption	Constraints	Responsibility	Status	Actions	Comments/ Observations
	Assumption log **Project: Reducing Adolescent Pregnancy in Suriname (RAPS)**						
1.	Project Integration	Project charter is completed timely to ensure project integration during development of project management plan.	No constraints				
2.	Scope Management	All stakeholders have agreed on the scope of the project in order to develop the scope management plan and subsidiary structures and matrices, to document all the work required and only the work required.	Stakeholders are not in agreement of project scope.				
3.	Schedule Management	The time allocated for developing the project management plan and for executing the project is sufficient.	Unforeseen circumstances cause delay in the development of the project management plan, resulting in delay of project execution.				
4.	Schedule Management	The project deliverables will be completed on time.					
3.	Cost management	The required funding for the project is calculated accurately, mobilized timely and allocated efficiently to prevent budget deficits during project execution.	Unforeseen circumstances causing a surge in project costs, resulting in deficiencies in the project budget.				

4.	Cost Management	The project costs will not exceed the approved budget.					
5.	Quality Management	The quality requirements of all stakeholders are clear and the quality management plan results in quality project deliverables	Deliverables of the project are comprised of services of which the quality rating can be subjective.				
6.	Resource Management	The project team will be able to procure the necessary project resources timely	Planned resources are not sufficient for project execution due to unforeseen and unplanned activities.				
7.	Communications Management	The project communications plan will enable clear and consistent communication between project stakeholders and between the stakeholders and general public.	Project beneficiaries speak different native languages and are often not fluent in the official language of the country, resulting in miscommunication.				
8.	Risk Management	Risks are carefully identified and properly categorized to manage effectively with risk management plan.	Unforeseen risks that cannot be managed by stakeholders cause disruption of project execution.				
9.	Risk Management	Project risks and impact of the risks will be mitigated successfully					
10.	Procurement Management	All resources to be acquired are identified timely to ensure that procurement management plan is complete and comprehensive.	A shortage in expert consultants due to small market.				
11.	Stakeholder Management	The stakeholder management plan includes all stakeholders and stakeholders are engaged	Large number of stakeholders over a vast territory creates difficulties to engage all stakeholders properly.				

		sufficiently and managed effectively					
12.	Stakeholders Management	All project stakeholders will be in consensus of the project strategy and management at the time of project initiation					
13.	Stakeholders Management	The project beneficiaries will be receptive of the project and the implementation approach					

4.1.2. Develop Project Management Plan

Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. This is accomplished through appropriate application and integration of the project management processes identified by the project (PMBOK, 2017, p. 10). The PMBOK Guide also states the benefits of effective project management, such as meeting the objectives of the project, responding to risks promptly, and optimize the use of project and organizational resources. For project RAPS, effective project management will also ensure responsible utilization of donor funds while guaranteeing that beneficiaries receive maximum benefit from the products of the project.

Develop Project Management Plan is the process of defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan. The key benefit of this process is the production of a comprehensive document that defines the basis of all project work and how the work will be performed. (PMBOK, 2017).

The project management plan for project RAPS will define the project activities and how these will be executed, monitored, controlled, and closed. PMBOK also states that the project management plan should be baselined, referencing the project scope, time, and cost in order to measure and manage the execution and performance (PMBOK, 2017, p. 83). During the development of the proposal for project RAPS, the UNFPA and the government of Suriname developed an "inception phase work plan". This work plan states the initial requirements of the project, activities that need to be executed, and other arrangements and agreements that need to be made before the implementing partners go over the activities directly related to the project objectives. As UNFPA also has its operational and administrative policies regarding project implementation through implementing partners for financial expenditure, resource allocation, and procurement, the inception phase work plan will also assist with the adherence to the UNFPA policies and guidelines. According to the plan, the

implementing partners will be assessed to determine their implementation and managing capacity. These factors are very important for UNFPA audit.

4.1.2.1. Inputs

- **Project charter:** the project charter will be the guiding document for development of the project management plan. The UNFPA will also schedule meetings with government partners and other subject matters in order to ensure that the project management plan is comprehensive and allows for the implementation of a sustainable project.

- **Outputs from other processes:** outputs from the remaining project management knowledge areas will be integrated to create the project management plan. For project RAPS, this process materializes through the "inception phase work plan". The inception work phase plan will take place during the first 3 months after the project funds have been received. One of the knowledge areas being addressed during this period of time is project stakeholder management. Another project management knowledge area being addressed during this phase is project resources management, specifically the team resources, regarding terms of references for the recruiting process. are drawn up in order to identify and hire the project M&E officers.

- **Enterprise Environmental Factors:** due to the nature of the project and the diversity of the stakeholders, enterprise environmental factors (EEFs) internal as well as external to the organization need to be considered when developing the project management plan. EEFS internal to the organization include:

  o **The geographic distribution of facilities and resources;** the project locations are scattered over four districts in the country, while most of the resources, both human and physical, are located in the capital, Paramaribo. It is of utmost importance to take the geographic issue into account when developing the project management plan. Ensuring that resources are properly allocated per the specific needs of the project

area, will prevent unnecessary delay, quality issues, and other constraints.

o **Infrastructure:** at least one of the project locations is a village in the hinterland that is only accessible by boat. Addressing this early on in the development process of the project management plan will assist with proper logistical planning that will ensure that resources reach the stakeholders on time. Another important matter that needs to be addressed with regards to this EEF, is that sufficient telecommunications equipment will be procured early on in the project, to ensure regular and substantive communications between the staff involved in the implementation of the project and the offices of the implementing partners.

EEF's external to the organization include:

o **The social and cultural influence and issues:** these are critical to the project and are key to the success of the project. They not only need to be considered when developing the project management plan but also during implementation, monitoring and evaluation of the project. The direct stakeholders of this project are adolescents and youth of Indigenous and Maroon descent. These two ethnic groups have preserved many elements of their culture and tradition and live by social rules and norms that differ from the rest of the country. Indigenous and maroon people also live in districts that are far away from the urban areas, often cut off from development resources and communication. This is one of the reasons why their culture and old traditions have been maintained over the years. While there is no constitutional recognition of specific rights for indigenous and Maroon people in Suriname, both groups have their own governance structures, and their dignitaries are recognized by the government. This means that village leaders have a certain amount of authority in determining what kind of activities can take place in the village. They also have a fair amount of influence on other village members their interest, perception, and participation in these

activities, ultimately contributing to the success or failure of the project. These are all issues that the project team needs to take into account when creating activities for these areas. The activities need to be specific to the needs and requirements of the local population. And for each project location, the requirements will differ.

- o **Legal restrictions:** as mentioned in the previous paragraph, the Maroon and Indigenous people have their own governance structure and even though they do not have a legal system that is formally recognized by the government, their governance structure is accepted and condoned by the national government and their rules are considered to be customary law. When the implementing partners are developing the implementation activities for the project, the project team also needs to consider the customary law of these groups.

- o **Physical environmental elements:** one of the project locations is in the hinterland of the country and only accessible by airplane. This presents a number of constraints for the continuous implementation of activities which the project team needs to identify and address during the development project management plan process. The activities on this location need to be planned properly and timely with appropriate contingency plans, in case the initial activities need to be cancelled. The availability of airplanes (either per the regular schedule or through charter), weather conditions that can affect the flight will affect the project implementation.

- **Organizational Process Assets:** The OPAs that will influence the development project management plan process are the UNFPA policies, guidelines, and audit recommendations due to the fact that the oversight of management of the project, as well as quality assurance, fund management, technical guidance and procurement, will be the responsibility of the UNFPA.

4.1.2.2. Tools and techniques

- **Expert judgement:** the development of project management plan activities, such as project communication material, project schedule, and activity timelines, project costs and overall project management requires expert judgement. For project RAPS expert judgement will be provided by policy officers of the Ministry of Health and the Ministry of Education of Suriname who have been directly involved with, have academic knowledge of, or work experience with similar projects. Staff of implementing partners will also provide expert judgement for the development of the project management plan, as the implementation activities will be completed either by them or under their guidance. For the management of the project, expert judgement will be provided by a UNFPA SRH specialist, operations manager, and procurement and programme staff.

- **Data gathering:** the data-gathering technique relevant to this process is brainstorming. While implementation will take place in specific areas, the objectives and the goal are still extensive and as such, all potential stakeholders need to be contacted at the beginning of the process in order to discuss prior best practices, bottle-necks, and innovations based on previous similar projects.

- **Interpersonal and team skills:** project RAPS comprises a variety of stakeholders that will be responsible for the project management, execution of project activities, monitoring of the activities as well as project expenditure. In order for the stakeholders to collaborate and cooperate efficiently and effectively, the interpersonal and team skills that are required for this process include:

  o conflict management to ensure that the disagreements are solved swiftly in order for the development of the project management plan to progress smoothly.

  o Facilitation to ensure effective participation of all stakeholders. This will require online meetings, telephone conferences, and also meetings outside of regular work hours in order to receive a comprehensive contribution from all the stakeholders, as well as their buy-in and

elaboration for the concepts and components of the project management plan.

- o Meeting management to ensure productive, time-bound meetings that will result in agreements on the next steps of the process.

- **Meetings:** to discuss the development of the project management plan, discuss the specific activities for the project locations, the progress of the project, and monitor and evaluate the project management processes.

4.1.2.3.   Outputs

Utilization of the inputs and application of the tool and techniques lead to the output of this process, which is the project management plan.
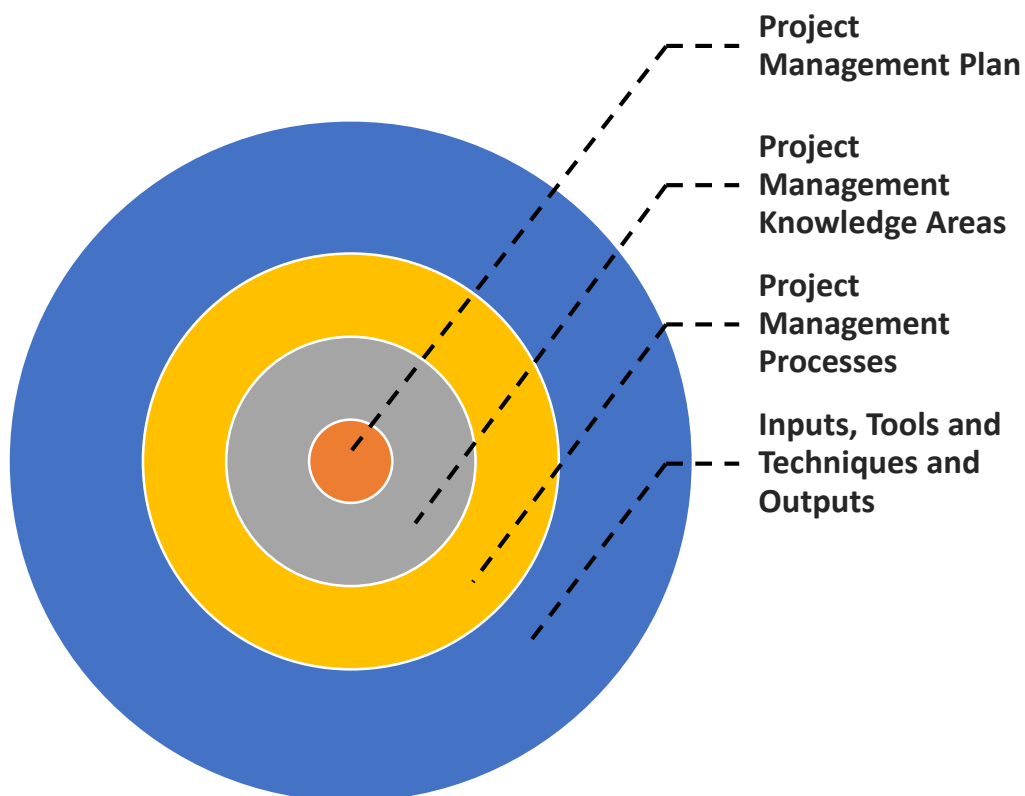
Figure 6. Depicts the development process of the project management plan

4.2.   Project Scope Management

Project scope is the work performed to deliver a product, service, or result with the specified features and functions. The term "project scope" is sometimes viewed as including product scope. Product scope is the features and functions that characterize a product, service, or result. (PMBOK, p. 131). This section will describe the processes, requirements, and components of the scope of project RAPS only and not of the scope of the eventual products of this project.

Project scope management consists of the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. This subsidiary project management plan is key to the development of the complete project management plan as it guides the project activities and schedule. (PMBOK, 2017, p. 129). As this project has a duration of 24 months, it will have a predictive lifecycle. This means that the deliverables will be defined at the beginning and any changes to the deliverables will first be discussed in-depth between all stakeholders and if agreed upon, closely managed to ensure that the project's intended results are realized. Even though the project's life cycle is not adaptive, stakeholders will still be engaged regularly for feedback on deliverables or solutions to address difficulties.

Project scope management includes the processes plan scope management, collect requirements, define scope, create WBS, validate scope, and control scope. The figure below depicts the processes and their related input, tools and techniques, and outputs.

Project Scope Management Overview

5.1 Plan Scope Management

.1 Inputs
  .1 Project charter
  .2 Project management plan
  .3 Enterprise environmental factors
  .4 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Data analysis
  .3 Meetings

.3 Outputs
  .1 Scope management plan
  .2 Requirements management plan

5.4 Create WBS

.1 Inputs
  .1 Project management plan
  .2 Project documents
  .3 Enterprise environmental factors
  .4 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Decomposition

.3 Outputs
  .1 Scope baseline
  .2 Project documents updates

5.2 Collect Requirements

.1 Inputs
  .1 Project charter
  .2 Project management plan
  .3 Project documents
  .4 Business documents
  .5 Agreements
  .6 Enterprise environmental factors
  .7 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Data gathering
  .3 Data analysis
  .4 Decision making
  .5 Data representation
  .6 Interpersonal and team skills
  .7 Context diagram
  .8 Prototypes

.3 Outputs
  .1 Requirements documentation
  .2 Requirements traceability matrix

5.5 Validate Scope

.1 Inputs
  .1 Project management plan
  .2 Project documents
  .3 Verified deliverables
  .4 Work performance data

.2 Tools & Techniques
  .1 Inspection
  .2 Decision making

.3 Outputs
  .1 Accepted deliverables
  .2 Work performance information
  .3 Change requests
  .4 Project documents updates

5.3 Define Scope

.1 Inputs
  .1 Project charter
  .2 Project management plan
  .3 Project documents
  .4 Enterprise environmental factors
  .5 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Data analysis
  .3 Decision making
  .4 Interpersonal and team skills
  .5 Product analysis

.3 Outputs
  .1 Project scope statement
  .2 Project documents updates

5.6 Control Scope

.1 Inputs
  .1 Project management plan
  .2 Project documents
  .3 Work performance data
  .4 Organizational process assets

.2 Tools & Techniques
  .1 Data analysis

.3 Outputs
  .1 Work performance information
  .2 Change requests
  .3 Project management plan updates
  .4 Project documents updates

Figure 7. Plan scope management processes

Chart 9. Roles and responsibilities project scope management

Overview assigned functions Project Scope Management	
Project: Reducing Adolescent Pregnancy in Suriname (RAPS)	
Roles	**Responsibilities**
Project Manager (consultant)	Conduct brainstorming sessions to collect requirements, develop requirements traceability matrix, scope definition, and WBS creation, discuss scope definition with stakeholders for agreement
Project Sponsor	Review and approve project scope
UNFPA Program Assistant	Assist PM during brainstorming sessions, assist with research for requirement collection and scope definition
UNFPA Communications Officer	Notify stakeholders of planned meetings and sessions, prepare minutes of meetings and sessions, formalize minutes and upload into an online repository
UNFPA Liaison officer	Review scope definition for endorsement

4.2.1. Plan Scope Management

Plan scope management is the process of creating a scope management plan that documents how the project and product scope will be defined, validated, and controlled, providing guidance and direction on how the scope will be managed throughout the project.

4.2.1.1. Inputs

- **Project life cycle description:** based on the nature and duration of the project, it was determined that the predictive life cycle is the best approach for this project. The series of phases the project will go through are the initiation phase, planning phase, execution phase, closing phase, and evaluation phase.

- **Development approach:** a hybrid development approach, a combination between the predictive and the adaptive, agile approach, will be the most effective approach for project RAPS. The high level deliverables, project scope, duration, and cost will be developed according to a hybrid approach. The will be

determined before the start of the project, during the development of the project management plan. However, the lower level activities that the IP's will implement during the project duration will be developed according to the agile approach. Due to the fact that the project is of a socio-economic development nature and that the success is largely dependent on the direct stakeholders' reception and feedback of the activities, and the results at the end of the first year, the agile approach is more suitable for these project components.

- **Organizational process assets:** due to the fact that this project has a variety of stakeholders that are responsible for either the implementation or managing, there are several OPAs that need to be considered when planning scope management. The involved ministries, UNFPA, the NGOs, the donor, and the community and village leaders all have different guidelines and policies with regards to project implementation and documentation. Agreements need to be made on which assets will be used for which activity in order to prevent confusion and disruption during the implementation phase of the project.

4.2.1.2. Tools and techniques

- **Expert judgment:** policy officers and advisors from the ministries, staff from NGOs, consultants, and stakeholders from previous similar projects are of great significance for planning the scope management. These groups can share knowledge about previous similar projects such as best practices, potential and previous project defects, ineffective activities, and ill-functioning or ineffective methods.
- **Meetings:** since the project has a variety of stakeholders, regular meetings will be a continuous tool for project planning, as well as for the scope management plan.

4.2.1.3. Outputs

- **Scope management plan:** this describes how the scope will be defined, developed, monitored, controlled, and validated (PMBOK, 2017, p. 137). For project RAPS this will include:
  - the process for preparing a project scope statement,
  - the process for creation of the work breakdown structure (WBS),
  - establishment of the scope baseline and
  - guidelines for approval and maintenance.
- **Requirements management plan:** component of the project management plan that describes how project and product requirements will be analyzed, documented, and managed. The requirements of project RAPS will be planned based on an initial needs assessment done for the project.

4.2.2. Collect requirements

Collect Requirements is the process of determining, documenting, and managing stakeholder needs and requirements to meet objectives. The key benefit of this process is that it provides the basis for defining the product scope and project scope. (PMBOK, 2017, p. 138). In project management, requirements include the following:

- conditions or capabilities that are required to be present in a product, service, or result to satisfy an agreement or other formally imposed specification;
- the quantified and documented needs and expectations of the sponsor, customer, and other stakeholders;

PMBOK also states that a project's success is directly influenced by active stakeholder involvement in the discovery and decomposition of needs into the project and product requirements and by the care taken in determining, documenting, and managing the requirements of the product, service, or result of the project (PMBOK, 2017 p.140).

4.2.2.1. Inputs

- **The project charter:** for review and as supporting documentation that provides authority to perform project management practices for project RAPS.

- **The scope management and requirements management plan:** when collecting the requirements, this will be used for guidance on scope definition, development, and monitoring in order to ensure that relevant and comprehensive requirements are identified, documented and managed.

- **The stakeholder engagement plan and stakeholder register:** there is diversity in the type of stakeholders that project RAPS has. So, in order to collect relevant stakeholder requirements and ensure proper communication with stakeholders, they need to be registered in a structured manner.

- **Assumption log:** to assess the potential impact of an assumption on the respective requirements.

- **Enterprise environmental factors and organizational process assets:** the EEFs and OPAs as set out in the develop project management plan, will be taken into account when collecting the requirements. They will influence the way the requirements are collected, and ultimately which stakeholder requirements will have a higher priority due to the fact that it has a bigger impact on the success or failure to meet a project objective.

4.2.2.2. Tools and techniques

- **Expert judgement:** expert judgment of the stakeholders will be utilized for this project, as they all have been involved in previous similar projects and therefore have documentation as well as innovative ideas on what is required to reach the project objectives.

- **Data gathering:** brainstorming technique will be utilized during meetings with the implementing partners. From the direct stakeholders, data will be gathered through questionnaires and surveys, and focus groups. This will provide information on the needs of the "end-users" or direct stakeholders of this project.

- **Decision-making:** in order to have buy-in from most (if not all) stakeholders, the majority rule will be used for the decision-making during the collect requirements process.

- **Data representation:** data for the collect requirement process will be documented in the requirements traceability matrix.

- **Interpersonal and team skills**: for this process facilitation is the most suitable as it allows for the stakeholders to be in the same space, fostering constructive discussions and collaboration. A modality similar to the "Joint Application Design/Development" (JAD), as described in PMBOK.

4.2.2.3. Outputs

- **Requirements documentation:** the requirements for each stakeholder will be presented in a stakeholder traceability matrix which provides an overview of which requirement is necessary for a respective stakeholder, what the relevance of the requirement is for the overall project, and what kind of rating the requirement gets in terms of priority or if the requirement will be dismissed. The chart below is a template of the stakeholder requirements traceability matrix.

Chart 10. Requirements traceability matrix

Sample Stakeholder Requirements Traceability Matrix			
Project: Reducing Adolescent Pregnancy in Suriname (RAPS)			
No.	Name Stakeholder	Requirement	Relevance to project objective	Priority Rating

4.2.3. Define Scope

Define Scope is the process of developing a detailed description of the project and product. The key benefit of this process is that it describes the product, service, or result boundaries and acceptance criteria.

4.2.3.1. Inputs

- **Project charter:** for review and supporting documentation that provides authority to perform project management tasks for project RAPS.
- **Project management plan:** to review the elements of the scope management plan to ensure that necessary issues are considered when defining and developing the scope statement.
- **Project documents:** for project RAPS the required documentation and the risk register will be reviewed and referred to in order to ensure that necessary issues, with regards to the stakeholder requirements and project risks, are taken into account when defining and developing the scope statement.
- **Enterprise environmental factors and operational process assets:** elements of these inputs are considered to ensure all factors that affect project planning and project implementation are taken into account.

4.2.3.2. Tools and techniques

- **Expert judgement:** expert judgement is necessary for consultation of subject matter. Experts and people with knowledge and experience of similar projects can ensure that all aspects and factors that may affect the scope are considered during scope definition and scope development.
- **Data analysis:** to explore the ways that the project and stakeholder requirements and project objectives can be met and how this will affect or influence the scope definition and scope development.
- **Interpersonal and team skills:** facilitation of meetings and workshops, either in person or virtual, will be necessary to ensure continuous and regular stakeholder engagement and stakeholder agreement regarding the scope of the project.
- **Product analysis:** to review and verify the validity and effectiveness of the project deliverables in relation to the project objectives. During product analysis, the question "Will this deliverable contribute to the achievement of reducing adolescent pregnancy in Suriname?" will be posed in regular intervals to assess links between the project deliverables and objectives. This will also affect the

project activities. If, during development of the project management plan, it becomes clear that a certain activity will not lead to the achievement of a deliverable which in turn should guarantee achievement of the project objectives, that particular activity will be eliminated or adapted to make it relevant to the project objective. For example, if the procurement of self-help books will not lead to the reduction of adolescent pregnancy, this activity will be eliminated during the planning phase to prevent loss of time and resources during project implementation.

4.2.3.3.   Outputs

Project scope statement: the project scope statement is the description of the project scope, major deliverables, and exclusions. The project scope statement documents the entire scope, including project and product scope. It describes the project's deliverables in detail (PMBOK,2017, p. 154). According to PMBOK, a detailed project scope statement, contains the product scope description, deliverables, acceptance criteria, and project exclusions.

4.2.3.4.   Project scope project RAPS

For project RAPS the project scope statement is defined as:

To reduce the high rate of unwanted and unplanned teenage and adolescent pregnancies among the youth of Indigenous and Maroon populations in four selected resorts in Suriname by 20%, on a 10% yearly basis, within 24 months.

- **The project locations and target group are determined and limited as follows:**
    - o The target group is adolescents between the ages of 10 to 19 years in for selected resorts;
    - o The four selected resorts are resort Latour in district Paramaribo, resort Brownsweg in district Brokopondo, resort Kabalebo in district Sipaliwini, and resort Moengo in district Marowijne;
    - o The project will reach the adolescents through the schools, community centers, or health centers located in these resorts.

- **The scope of work will address the following issues:**
  - o The low level of information that adolescents have on the existence, availability, and location of the ASRH services;
  - o The limited availability and access to quality sexual and reproductive health (SRH) information, education, and services for adolescents with particular focus on limited skills of health providers in delivering services responsive to adolescents needs;
  - o The limited availability of contraceptives and other commodities;
  - o The limited degree of knowledge among young people about the prevention of pregnancies, HIV and STIs;
  - o The limited control adolescent girls and young women have on their sexual and reproductive lives;
  - o The limited support adolescents have in their communities towards the fulfillment of their sexual and reproductive health and rights;
  - o The limited access to or unavailability of vocational training for adolescents to participate in the labor market as skilled workers to support themselves financially in order to prevent unwanted and unsafe sexual acts that might lead to unwanted and unplanned pregnancies.

- **The project deliverables include:**
  - o Adolescents of the four district resorts have improved access to quality ASRH information, education, and SRH services in their communities;
  - o Strengthened inter-sectoral and intra-sectoral coordination and community involvement for an enabling environment towards adolescent sexual and reproductive health;
  - o Young people, in particular adolescent girls, have the skills and capabilities to make informed decisions about their sexual and reproductive health and well-being;

o Accountability mechanisms for local government entities are strengthened for coordination and implementation of prevention and response programs to end teenage pregnancies;

o Educational programs are available, free of charge, for youth to learn skills, in order to enhance their employability and to enable them to participate in the labor market immediately after completion of the programs.
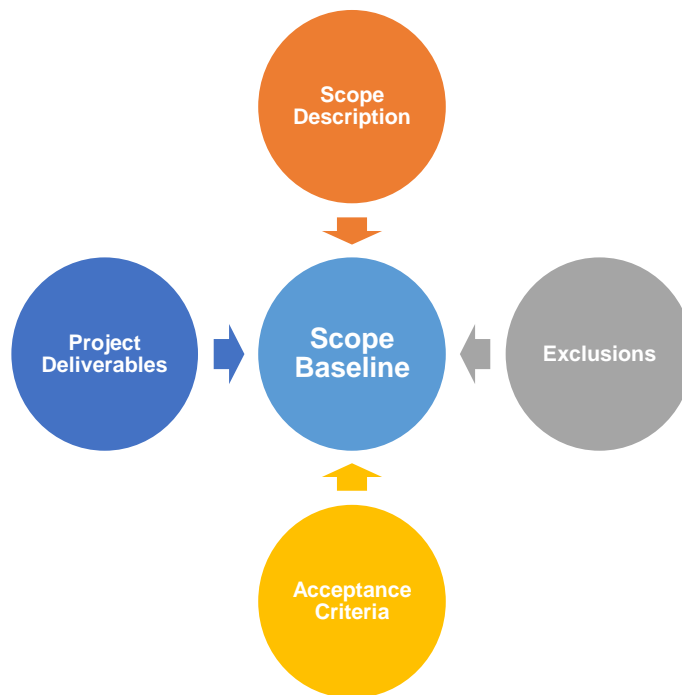
Figure 8. Project scope development

4.2.4. Create WBS

After the scope has been defined, the WBS, work breakdown structure, is created. Create WBS is the process of subdividing project deliverables and project work into smaller, more manageable components. The key benefit of this process is that it provides a framework of what has to be delivered (PMBOK, 2017, p. 156).

4.2.4.1. Inputs

- **Project scope statement:** the detailed project scope statement of project RAPS will be utilized to create the WBS. The deliverables included in the scope statement will be subdivided and broken down into activities and sub-activities, which will be more manageable for the respective stakeholders.

- **Enterprise environmental factors and organizational process assets:** due to the project locations, and the available infrastructure, social and cultural issues, and the legal restrictions, the EEFs and the OPAs need to be carefully considered when creating the WBS.

4.2.4.2. Tools and techniques

- **Expert judgement:** in order to create a WBS with effective and comprehensive activities, expert judgment is required to consult on the validity and relevance of the activities, the type of resources that would be required to execute the activities, and how the results can be measured.

- **Decomposition:** the project scope and project deliverables for project RAPS are divided into smaller and manageable parts. The WBS for project RAPS is created in cooperation and collaboration with all of the project's implementing partners. The higher-level activities are considered general and mandatory for the participation of all implementing partners, either by UNFPA or gov't of Suriname. These activities are seen as the key drivers to achieve the deliverables of the project. Apart from the mandatory high-level activities, the implementing partners will also have the opportunity to develop their activities as they see fit, based on their area of work, expertise, funding. Thus, the lower-level activities will not have to be the same for all stakeholders and will not be included in the WBS of the project. The implementing partners need to submit these activities separately in an action plan, including the resources required for each activity. After submission, the action is reviewed and approved by UNFPA in order to receive the required funding and by the involved ministries in order to ensure linkages with high-level government policy documents and accordance with applicable laws and regulations.
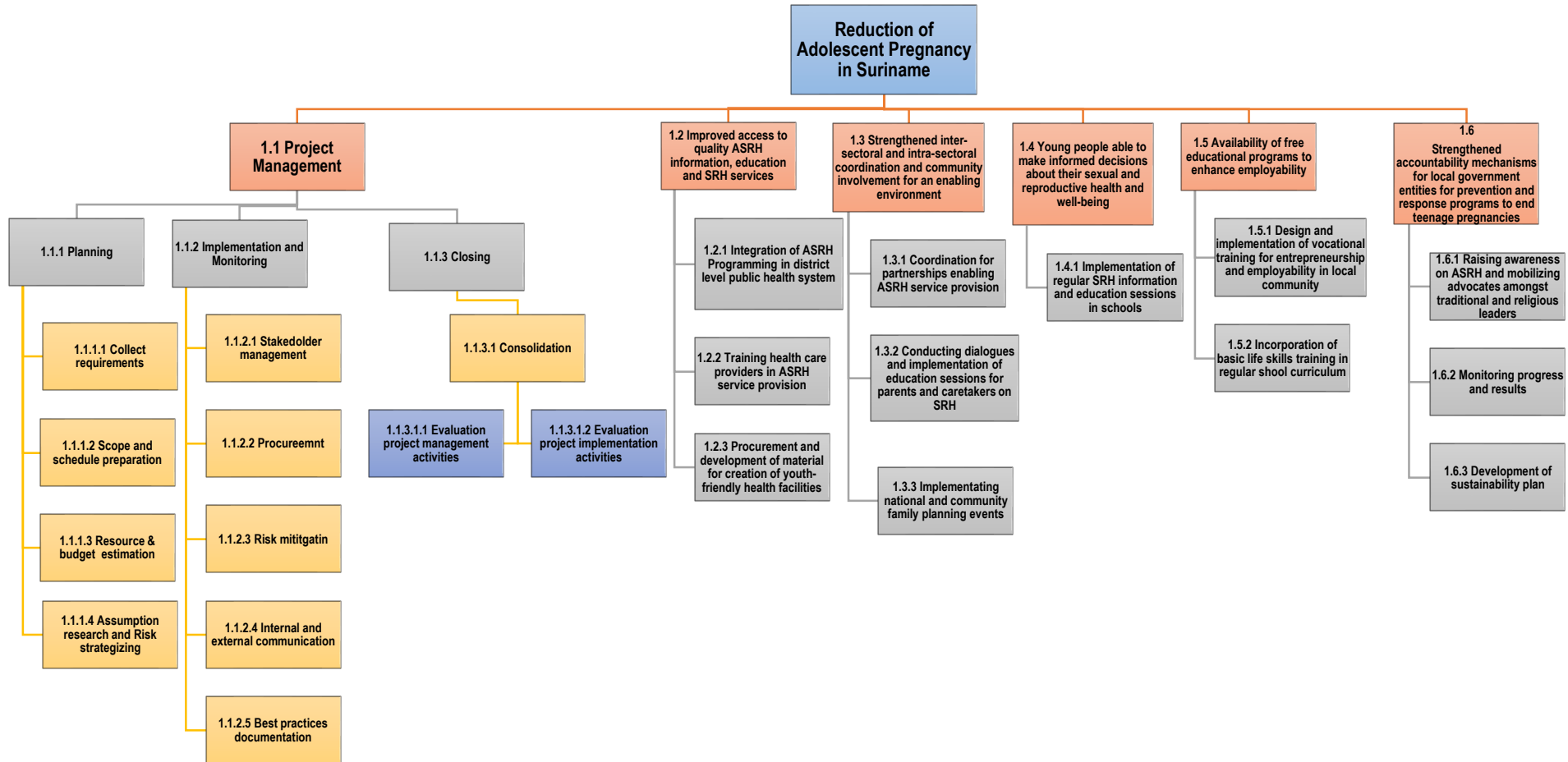
Figure 9. Project Work Breakdown Structure

Chart 11. WBS

	Work Breakdown Structure -		
	Project: Reducing Adolescent Pregnancy in Suriname (RAPS)		
Level	**WBS code**	**WBS element name**	**Description/Comments**
1	1	Reducing adolescent pregnancy	
2	1.1	Project management	
3	1.1.1	Planning	
4	1.1.1.1	Collect requirements	
4	1.1.1.2	Scope and schedule preparation	
4	1.1.1.3	Resource and budget estimation	
4	1.1.1.4	Assumption research and risk strategizing	
3	1.1.2	Implementation and Monitoring	
4	1.1.2.1	Stakeholder management	
4	1.1.2.2	Procurement	
4	1.1.2.3	Risk Mitigation	
4	1.1.2.4	Internal and external communication	
4	1.1.2.5	Best practices documentation	
3	1.1.3	Closing	
4	1.1.3.1	Consolidation	
5	1.1.3.1.1	Evaluation project management activities	
5	1.1.3.1.2	Evaluation project implementation activities	
2	1.2	Improved access to quality ASRH information, education and SRH services	
3	1.2.1	Integration of ASRH Programming in district level public health system	

3	1.2.2	Training health care providers in ASRH service provision	
3	1.2.3	Procurement and development of material for creation of youth-friendly health facilities	
2	1.3	Strengthened inter-sectoral and intra-sectoral coordination and community involvement for an enabling environment	
3	1.3.1	Coordination for partnerships enabling ASRH service provision	
3	1.3.2	Conducting dialogues and implementation of education sessions for parents and caretakers on SRH	
3	1.3.3	Implementation national and community family planning events	
2	1.4	Young people able to make informed decisions about their sexual and reproductive health and well-being	
3	1.4.1	Implementation of regular SRH information and education sessions in schools	
2	1.5	Availability of free educational programs to enhance employability	
3	1.5.1	Design and implementation of vocational training for entrepreneurship and employability in local community	
3	1.5.2	Incorporation of basic life skills training in regular school curriculum	
2	1.6	Strengthened accountability mechanisms for local government	

		entities for prevention and response programs to end teenage pregnancies	
3	1.6.1	Raising awareness on ASRH and mobilizing advocates amongst traditional and religious leaders	
3	1.6.2	Monitoring progress and results	
3	1.6.3	Development of sustainability plan	

- **WBS dictionary:** provides a detailed description of the deliverable, activity, scheduling information about each component of the WBS. The project manager will work out WBS dictionaries for each component in the WBS of this project in the subsidiary scope management plan.

Chart 12. WBS dictionary project management activity

WBS Dictionary	
Project Name: Reducing Adolescent Pregnancy in Suriname	**Comments/ Observations**
Control Account ID:	
Work Package Name:	
Responsible Organization:	
Work Package Deliverable Description:	
Assumptions and Constraints:	
Quality Metrics:	
Resources Assigned:	
Schedule Milestones:	
Approved by:_____ **Date:**_____	

4.2.5. Validate scope

Scope validation for project RAPS will take place by formalizing the acceptance of the completed project deliverables. The completed project deliverables as well as other elements of the project management process such as financial expenditure, procurement, and communication, will be documented in the final project report. After the stakeholders have placed their signatures on the report, the scope is considered to be validated.

4.3. Project Schedule Management

Project schedule management includes the processes required to manage the timely completion of the project, these processes are planning schedule management, defining activities, sequencing activities, estimate activity duration, develop schedule, and control schedule (PMBOK, 2017, p. 173).
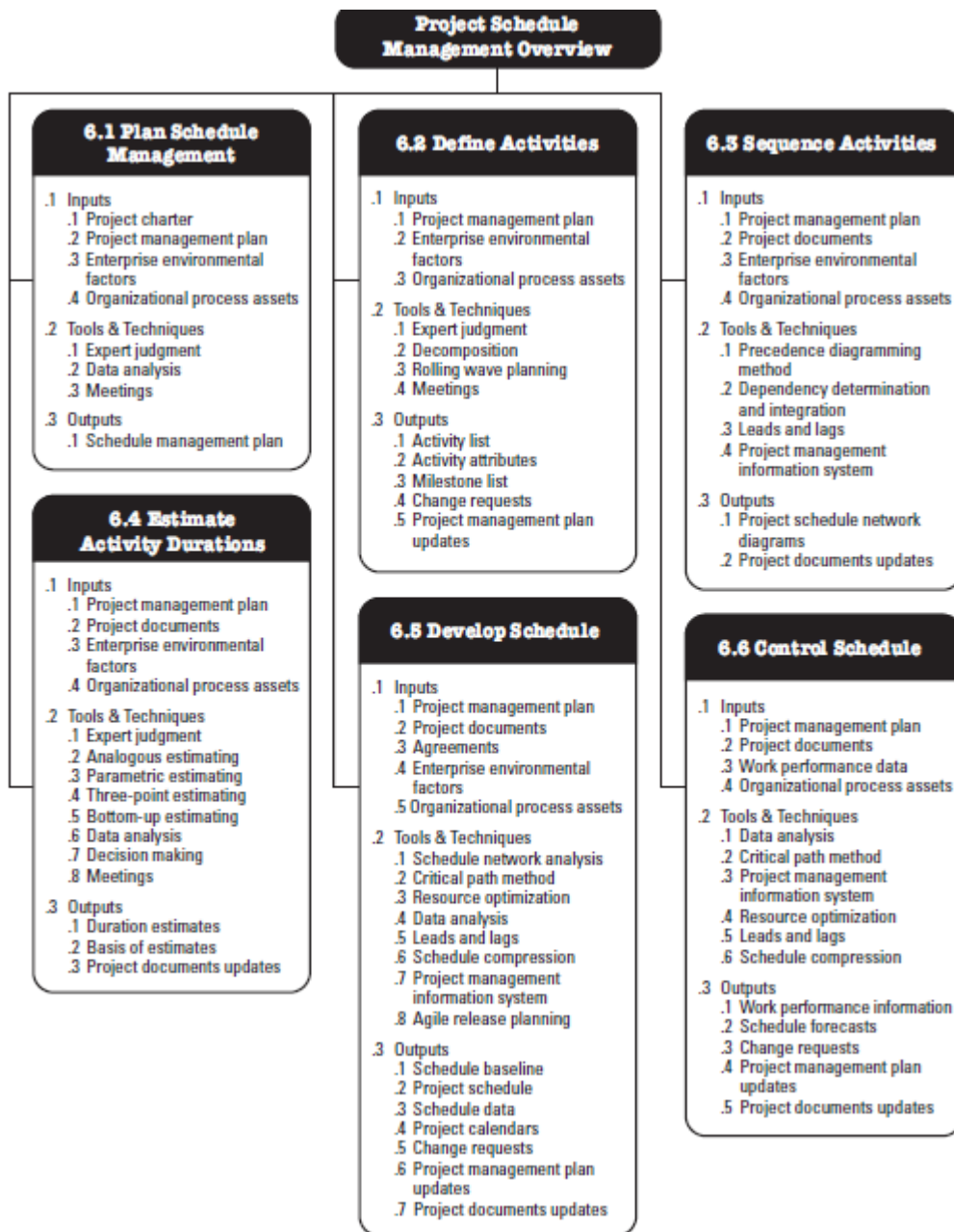
Figure 10. Plan schedule management processes and components

4.3.1. Plan Schedule Management

Plan Schedule Management is the process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule. This process provides guidance and direction on how the project schedule will be managed throughout the project (PMBOK, 2017, p.179)

4.3.1.1. Inputs

- **Scope management plan:** the scope management plan defines the scope definition and the project deliverables, which will guide the process of defining and sequencing the activities.
- **Enterprise environmental factors and operational process assets:** The organizational structure and governance of UNFPA and the resource availability and policies and guidelines of all stakeholders involved are considered when planning schedule management.

4.3.1.2. Tools and techniques

- **Expert judgement:** expert judgment will be required by individuals who are experienced in SRH programming and previous similar projects, especially in the respective geographical areas. The implementing partners will have to plan the activities diligently, particularly for the resort that is only reachable by boat or airplane.
- **Meetings:** meetings will be used as a tool by the project manager to discuss scheduling of the project with the stakeholders and the project in order to determine if the deadlines are realistic and workable or if the scheduling approach needs to be adjusted.

4.3.1.3. Outputs

The output of this process is the schedule management plan. The schedule management plan for project RAPS will demonstrate which activities are to be prioritized. Its main purpose is for the project manager to have a real overview of the progress of the project and among other issues, the following will be considered; timely implementation of main activities, regular stakeholder engagement, timely financial disbursement, and reporting. It will also describe which scheduling tool will be used in order for the project manager to stay on top of the project schedule.

For project RAPS, the tasks of planning and managing the project schedule will be performed by the project manager, supported by the project team, and in collaboration with the project stakeholders. The project manager together with the project team will use the project schedule for planning, executing, controlling and closing the project.

Chart 13. Roles and responsibilities for schedule management project RAPS

Overview assigned functions Project Integration Management	
Project: Reducing Adolescent Pregnancy in Suriname (RAPS)	
Roles	**Responsibilities**
Project Manager (consultant)	Defining project management activities in collaboration with the project team. Prepare sequencing of scheduled activities to ensure smooth running and timely closing of project. Ensure work facilitation and resource assignment, including timely and proper delegation of project tasks to project team members. Have regular communication with project team, including with implementing partners to ensure compliance to schedule. Prepare financial planning and review disbursements related to scheduled activities. Timely mitigation of risks that affect project schedule
Project Sponsor	Review, approves, and verifies schedule baseline. Reviews and approves schedule changes and approves financial implication of schedule changes.

UNFPA Program Assistant	Assists project manager with all schedule management related tasks including defining and sequencing activities; work facilitation: keeping track of task delegation and reporting back to project manager; schedule meetings and document minutes regarding schedule agreements/changes
UNFPA SRH specialist	Provides technical assistance on scheduling project implementation activities
UNFPA Procurement Officer	Prepare list of vendors; LTA's, UNGM. Liaise with PSB on vendor list and items to be procured
UNFPA International Operations Manager	Overview works and provides technical assistance on project management activities.
UNFPA Liaison officer	Overviews work and provides technical assistance on implementation activities.
Implementing partners	Prepare work plans for scheduling in project overall schedule.

4.3.2. Define Activities

This process comprises the identification and documentation of specific actions required to achieve the project deliverables. The benefit of the defined activities process is that it breaks down work packages into schedule activities, providing a basis for estimating, scheduling, executing, monitoring and controlling the project work. (PMBOK, 2017, p 183).

The project management activities will be defined by the project manager and with assistance of the project team of UNFPA. The project implementation activities will be defined by the stakeholders in collaboration with the project manager and the project team. It is the implementing partners' primary responsibility to ensure that the activities set out in their respective work plans contribute to achieving the project deliverables. It is not expected that all implementing partners will have the same activities. Activities will differ based on the diversity of the resorts and the different sets of cultures and traditions in each resort.

4.3.2.1. Inputs

- **Scope baseline:** the project manager, with the support of the program and operation assistants and with collaboration from the stakeholders will utilize the scope baseline, comprising of the deliverables and the exclusions of the project, to determine and define the project activities.

- **Enterprise environmental factors and operational process assets:** taking into account that there are a number of different stakeholders with different organizational policies and guidelines and the social and cultural differences of the areas the stakeholders will work in the EEFs and OPAs need to be considered carefully when defining the activities.

4.3.2.2. Tools and techniques

- **Expert judgement:** expertise from individuals in the field of SRHR programming and activities and from individuals involved in previous similar projects is required in order for activities to be defined logically and comprehensively.

- **Meetings:** meetings between the project team and the stakeholders will be very critical to establish and agree on a well-structured schedule that guarantees smooth implementation and timely completion of the project.

4.3.2.3. Outputs

The activity list is the key output of this process. The project will use agile techniques and the lower level activities will be updated, based on the input of the implementing partners. At the initial phase of project planning, all project management activities will be included in the activity list, while only high-level activities project implementation activities will be included. During the project implementation process, the activity list will be updated with the inclusion of the implementation activities of the respective work plan of each stakeholder.

Chart 14. Activity List

Template Activity List – High Level Project Management and Project Implementation activities		
Project Reducing Adolescent Pregnancy in Suriname		
Level	WBS code	**Activity**
4	**1.1.1.1**	Collect requirements
5	**1.1.1.1.1**	Meet with implementing partners
5	**1.1.1.1.2**	Develop stakeholder requirements traceability matrix
5	**1.1.1.1.3.**	Discuss stakeholder requirements with project team and project sponsor
5	**1.1.1.1.4**	Revert to stakeholders with feedback on requirements traceability matrix
5	**1.1.1.1.5**	Document stakeholders change requests on requirements traceability matrix
5	**1.1.1.1.6**	Convey change requests to project team and project sponsor
5	**1.1.1.1.7**	Submit requirements traceability matrix for approval at project sponsor
5	**1.1.1.1.8**	Share approved requirements traceability matrix with implementing partners

4.3.3. Sequence Activities

Sequence Activities are the process of identifying and documenting relationships among the project activities. The key benefit of this process is that it defines the logical sequence of work to obtain the greatest efficiency given all project constraints. (PMBOK, 2017, p. 187). The significance of this process is that each activity, except the first and the last, should be connected to at least one preceding and one succeeding activity with a logical relationship.

4.3.3.1. Inputs

- **Schedule management plan:** the schedule management plan will be reviewed to ensure that during the sequence activities process, the criteria to manage and control the project schedule are considered.

- **Scope baseline:** to ensure that the activities stay within the scope of the project and its limits it is important for the project team to refer to the scope baseline.

- **Activity list:** in order to sequence the activities in a way that will ensure effective and efficient project implementation and management, the activity list needs to be reviewed and referred to. Review of the list will help determine the dependencies. During the sequencing of activities, in certain instances, it may also be discovered that some lower-level activities need to be cancelled or redefined due to duplication or other matters that will not contribute to reaching the project milestones or deliverables.

- **Milestone list:** milestones that need to be reached by a specific date will influence the way the activities are sequenced. The project team and stakeholders are required to review the milestones regularly when defining the activities, especially the lower-level activities to ensure that the work being done will contribute to the achievement of a milestone.

- **Enterprise environmental factors and organizational process assets:** the policies and guidelines of the stakeholders related to activity planning and sequencing will influence the sequence of the activities, especially the lower-level activities. The specialists and other subject matter experts in the field of ASRH and working in the cultural context of the four resorts will provide advice and guidance on the most suitable sequencing of the activities.

4.3.3.2. Tools and techniques

- **Dependency determination and integration:** for the project implementation activities the expected dependencies are discretionary. The dependencies will be determined by the stakeholders based on their expertise in the field of the project and experience with similar previous projects. External and internal dependencies will be considered, as the activities take place in the hinterland

and the stakeholders will work within groups that possess social and cultural norms that differ from the rest of the population. The internal dependencies may arise when the stakeholders are required to recruit additional resources for a certain activity. The recruiting process can either be speedy or slow based on the organizational policies and guidelines.

- **Project management information systems:** the project team will make use of MS project for the sequence activities processes. It is the responsibility of the project manager to review the project schedule to confirm or verify the logic and legitimacy of the dependencies.

4.3.3.3. Outputs

- **Project schedule network diagrams:** the sequencing of the activities will be represented in the form of an online schedule network diagram that will be updated, based on the requirements of the respective work plans of the implementing partners.
- **Project documents updates:** based on the changes made in the sequencing of the activities per the work plans of the stakeholders the activity attributes, activity list, assumption log, and milestone list will be updated accordingly.

4.3.4. Estimate Activity Durations

Estimate Activity Durations is the process of estimating the number of work periods needed to complete individual activities with estimated resources. The key benefit of this process is that it provides the amount of time each activity will take to complete. (PMBOK, 2017, p. 195).

Development and execution of the project implementation activities is the responsibility of the project implementing partners in collaboration with the project team. Estimating the duration of these activities will be estimated is also tasked to the implementing partners. The NGOs and institutes that are selected to work in the communities have vast experience with the environment, culture, and customs in the communities. They

also have expert personnel who are knowledgeable about previous similar projects, which will enable them to estimate the duration of the activities in a way that is appropriate to the project and its objectives.

The duration of the project management activities will be calculated by three-point estimating. The development of all the subsidiary project management plans and the execution of operational tasks and activities out of the scope of the project management plan will have a duration of 3-6 months. Activities or tasks out of the scope of the project management plan include necessary administration and operation procedures for allocation of the project resources in the Atlas ERP system of UNFPA, the generation of project Chart of Accounts (COA), and activation of these COAs for use of financial disbursement to the IP's and payments by members of the project team. And the vetting and registering of the implementing partners in order to prove the financial disbursements.

4.3.4.1. Inputs

- **Activity attributes and list:** the activity attributes and list will be used to determine and select the most appropriate estimating tool, technique or formula. By reviewing the activities as they are defined and sequenced, the project team and stakeholders will be able to carry out the process for estimation efficiently and effectively.
- **Assumption log:** assumptions or constraints that may affect the duration of an activity need to be reviewed and researched in order for the project team to estimate the duration with the use of the appropriate technique or formula to have estimations that are as accurate as possible.
- **Milestone list:** the project milestones need to be reached at a specific date or within a specific period, as agreed to by all project stakeholders. It is critical for the project team and the implementing partners to plan and estimate the duration of the activities in a way that will assure the achievement of the milestones on the agreed dates.

- **Project team assignments:** project team members who have been assigned a specific task will be able to assist with the calculation of the duration of the activity, based on their knowledge and experiences. This will result in a more efficient estimation of the activity.

- **Resource calendars and requirements:** since activities are mostly in the hinterland (hard to reach places) and a specific expertise.

- **Risk register:** to monitor or escalate a risk that might affect the duration of certain activities.

- **Enterprise environmental factors and organizational process assets:** Location of team members, historical duration information. and lessons learned repository are the EEFs and OPAs that are most important for the estimating process of this project. The ability of team members to travel freely from the city to the hinterland or to plan or organize an activity remotely will have an impact on the duration of the activity. The implementing partners will also review previous similar projects to determine the estimation technique of activities. The lessons learned repository will be used to determine if estimation techniques or estimated durations for previous similar activities were efficient or if other techniques need to be utilized.

4.3.4.2. Tools and techniques

- **Expert judgement:** Persons who have the expertise and experience on similar projects to provide guidance on the use of appropriate estimation techniques for the duration of the project activities. These include individuals who have worked on previous similar projects, individuals skilled in SRH programming, and individuals knowledgeable on duration estimation.

- **Analogous estimating:** Analogous estimating is one of the techniques that will be used for estimating the duration of the implementation activities. It will allow the implementing partners to utilize their available expertise and experience with previous similar projects. It also provides the stakeholders with some measure

of freedom to develop and control the lower-level activities that are required in a specific resort to enable the achievement of a project deliverable.

- **Three-Point estimating:** three-point estimating technique will be used in combination with the analogous estimating technique to estimate the duration of the project implementation activities. This technique will mostly be applied to the level 3 activities in the WBS. The use of this technique will allow for the project management team and the implementing partners to estimate the duration of the activities, by taking the potential risks of the lower-level activities, risks related to assimilation of the activities within the communities, risks related to merging the activities into a cohesive program and risks from outside of the project into account to calculate the expected duration. This approach fosters proper planning of the work plan activities of the implementing partners and the aim to complete the project within the scheduled time lime.

- **Bottom-up estimating:** for the project management activities, the bottom estimating technique will be used. The project manager, together with the project team, will map out the lower-level components of the WBS and estimate the duration of these activities in order to determine the duration of the higher-level components. Communication between the project manager and the team is critical for this exercise as the team is dependent on one another for the most accurate duration estimation of the activity. The project manager will also need to trust that the estimation the team has provided is based on their experience and expertise in previous similar projects and the UNFPA policies and guidelines for the execution of the respective activities or components.

- **Data analysis:** Reserve analysis will be used to incorporate contingency or schedule reserves in the duration estimates. The contingency reserves will be mostly incorporated in the level 2 components of the WBS in order to absorb potential delays in the lower-level components.

- **Decision making:** the project team will determine a decision-making technique in order for decisions to be made expeditiously in a democratic manner in order for the project to progress fluently. PMI recommends the fist-of-five method where team members vote by holding up a closed fist to indicate no support or

a number of fingers to indicate a certain range of support. The project manager is encouraged to implement other voting methods if those are expected to work better within the team.

- **Meeting:** regular meetings need to be held between the project team and the implementing partner. In order for the parties to support one another, they need to be updated regularly on the progress of the implementation activities and the processes of the project management activities. A mutual understanding of the workings of each team will result in the smooth proceeding of all project activities.

4.3.4.3. Outputs

- **Duration estimates:** activity duration estimates will be included in the "duration' column of the project schedule. The project team will have the opportunity to review the basis of a certain estimate, for the understanding of the duration, via documents uploaded in the online repository.
- **Basis of estimates:** the process of determining the duration estimates will be documented in excel sheets so the formulas are also visible. The document will be stored in the online repository and the completed schedule will include a link to the document in order for the project team to review the duration estimates and if necessary, request a change for a specific estimate. Per the PMI good practices, the document will include the estimation technique, the assumptions, constraints, and risks that were considered during the estimation process, the certainty and range of the estimates. This document will also be used as a lessons-learned register when planning the activities for year 2 of the project.
- **Project document updates:** as a result of this process the activity attributes, assumption log, and lessons-learned register will be uploaded to ensure that the project documents are up to date and that the project team is timely informed of the correct information.

4.3.5. Develop Schedule

Develop Schedule is the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create a schedule model for project execution, monitoring, and controlling. The key benefit of this process is that it generates a schedule model with planned dates for completing project activities (PMBOK, 2017, p. 205).

4.3.5.1. Inputs

- **Schedule management and scope baseline:** to review and incorporate the agreed methods and tools for developing the schedule as well as the project deliverables and other WBS components.
- **Project documents:** it is important for the project team and the stakeholders to consult or refer to all the schedule management related project documents such as the duration estimates, the milestone list, project team assignments, resource calendars, and risk register in order to develop a schedule that will enable the completion of the project in the agreed time period. The project documents will be used as the guiding documents for further development of the schedule of the project management and project implementation activities.
- **Agreements:** agreements made with vendors will influence the start and completion of certain activities. For the procurement of project physical resources, the project team will need to review the agreements with regard to the delivery period and location to ensure that these arrangements are taken into account when developing the project schedule.
- **Enterprise environmental factors and organizational process assets:** policies and guidelines of the project stakeholders, preferred or mandatory communication channels, and project calendar will need to be considered when developing the project schedule.

4.3.5.2. Tools and techniques

- **Critical path method:** in order to determine the amount of flexibility on the project schedule, the critical path method technique will be used. This technique enables the estimation of the minimum project duration and will also help determine the amount of schedule reserve required, in particular for unforeseen risks of the project implementation activities to complete the project within the agreed period.

- **Data analysis:** what-if scenario analysis and simulation will be jointly or separately used to prepare strategies for risks and other unexpected situations that might impact the project schedule. For project RAPS one of the critical what-if scenarios revolve around the reception of the direct stakeholders of the project: what-if the targeted communities do not agree with certain project activities, what-if the anticipated behavioral change, or in a lesser form, community involvement does not happen in the expected amount of time. In order to develop a comprehensive and efficient schedule, the project team will need to consider similar issues when performing simulations. This will assist the project team with the preparation of effective mitigation strategies and innovative solutions in order to achieve the project objectives.

- **Schedule compression:** if deemed necessary by the project team and the implementing partners and if available project resources permit, crashing or fast-tracking will be employed to shorten the duration of an activity or to accelerate the projects progress:
  - Crashing might be necessary if, during the execution of the activities, the implementing partners find that additional education sessions or educational material are needed to inform the adolescents in an integrative matter about sexual and reproductive health and rights. In this case, and if the project budget allows, additional trainers or consultants can be recruited in order to increase the number of the education sessions and supplementary books, folders or videos can be ordered to assist with the facilitation of these extra sessions.

o Due to the logistics of traveling to the hinterland, which may be affected by weather, the availability of charter flights, the ability of trainers to travel during a certain period and the national COVID-19 restrictions, fast-tracking may be necessary for some activities.

Both fast tracking and crashing need to be discussed extensively between the project team, the indirect and the direct stakeholders to determine if those techniques are the best course of action in order to achieve the project objectives during the agreed period.

- **Project management information system:** for the development of the schedule Microsoft Office Project Professional, version 2019, will be used. The project manager will include all relevant schedule information into the program to retrieve the project schedule. The project manager will also ensure timely updates of the schedule in the software.

4.3.5.3. Outputs

- **Project schedule:** the completed project schedule will display the project activities, durations of the activities, milestones, resources, and the links between the activities. The schedule will be presented in a Gantt chart that will be uploaded to the online project repository. The implementing partners and members of the project team will be able to view the schedule and provide comments for clarification or change requests.
- **Project calendars:** the project team consists of UNFPA staff that is simultaneously working on other UNFPA projects. In order to ensure the smooth progression of the project's processes and activities, a project calendar will be developed to plan out and dedicate specific working hours to this project. The project calendar will mostly be developed for the project team to commit specific time slots for team meetings. During these meetings, progress updates, best practices, bottlenecks, and lessons learned will be shared and discussed.
- **Project management plan and project document updates:** as a result of the development schedule process the project team and stakeholders may find that a number of previously drafted documents need to be updated. These may

include the assumption list; after the development of the schedule new assumptions may arise or previously documented assumptions may no longer be valid. It is also possible that new risks are identified or that an existing risk is updated with a new strategy due to a change in likelihood and impact. Among these the duration estimates and activity attributes may be updated, resulting in an updated schedule management plan.
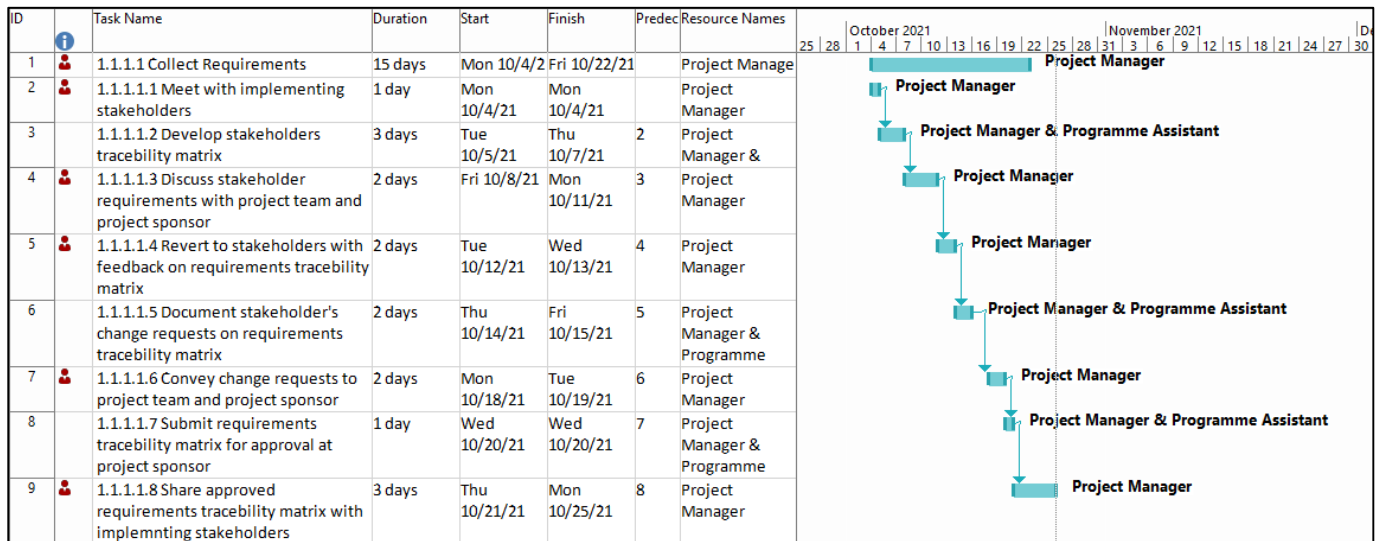
Figure 11. Schedule Collect Requirements Process

4.3.6. Control Schedule

Control Schedule is the process of monitoring the status of the project to update the project schedule and managing changes to the schedule baseline. The key benefit of this process is that the schedule baseline is maintained throughout the project. (PMBOK, 2017, p. 222).

Changes to the schedule will be made through the perform integrated change control process, after extensive discussion weighing in the pros and cons of the changes and with the signed approval of the project sponsor.

Due to the nature of the project the schedule of the project implementation activities may be updated every quarter or after review and approval of the implementing partner's submitted work plans. The project comprises activities targeted at adolescent and behavioral change of adolescents and in order to reach the project objectives a certain degree of flexibility will be needed. The consultants, trainers, educators, and other individuals in charge of the project implementation activities will be required to be creative and innovative, next to following the standards, decision-making tools and guidelines, to reach the targeted population. This may cause certain activities to take longer than initially planned. It is important for the implementing partners to communicate such observations with the project manager and the project team to allow the necessary processes to be done for eventual changes in the project schedule.

The project manager will utilize judgement based on his expertise, field visits, and communication with the project stakeholders which changes are necessary and urgent, prior to forwarding the change requests to the project sponsor.

4.3.6.1. Inputs

- **Schedule management plan, schedule and scope baseline:** to review previously agreed to durations and timelines and verify if the project is progressing per the planned and approved schedule. This allows for delays to be identified early in the process for timely corrective measures to be implemented.

4.3.6.2. Tools and techniques

- **Earned value analysis:** the project performance baseline will be compared to the actual project performance to determine if there is an occurrence of variance and the impact of that respective variance. This will be done on a bi-monthly or quarterly basis, based on the progress of the project and the specific activities where the variance is identified in order to prepare and implement corrective measures in a timely and effective manner.

- **Performance reviews:** these will be documented, after 3 months of the start of the first project activity. The performance reviews display clear and

comprehensive information about the progress, such as the percentage of work completed at a certain point and the remaining work and the planned, actual, and project start and finish dates. The data gathered and analyzed from performance reviews will be used to communicate and demonstrate the project's progress updates to the project sponsors, who require regular updates in a concise format.

- **Project management information system:** Microsoft Office Project Professional will be used to track the project's progress, the workload of project resources, and their respective performance. Use of the software provides the project manager with a complete overview of the activities, sequencing, durations, critical path, leads and lags that allow for efficient monitoring and control of the schedule.

4.3.6.3. Outputs

- **Work performance information:** for the project implementation activities, reviewing and analyzing the work performance information will provide insight into the development of the scheduled activities. The project manager and implementing partners will be able to monitor if the project activities are being implemented on time and if they are within or outside of the limits of the project baseline.

- **Project management plan and project document updates:** changes to the project management plan or project documents as a result of the control schedule process will go through the perform integrated change control process for review before being approved. Changes may include additional time for a planned activity or extra time in the schedule as a result of a workshop being completed a week or two weeks earlier than scheduled.

4.4. Project Cost Management

Project Cost Management includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget (PMBOK, 2017, p. 231). Project cost management consists out of the processes plan cost management, estimate costs, determine budget and control costs.
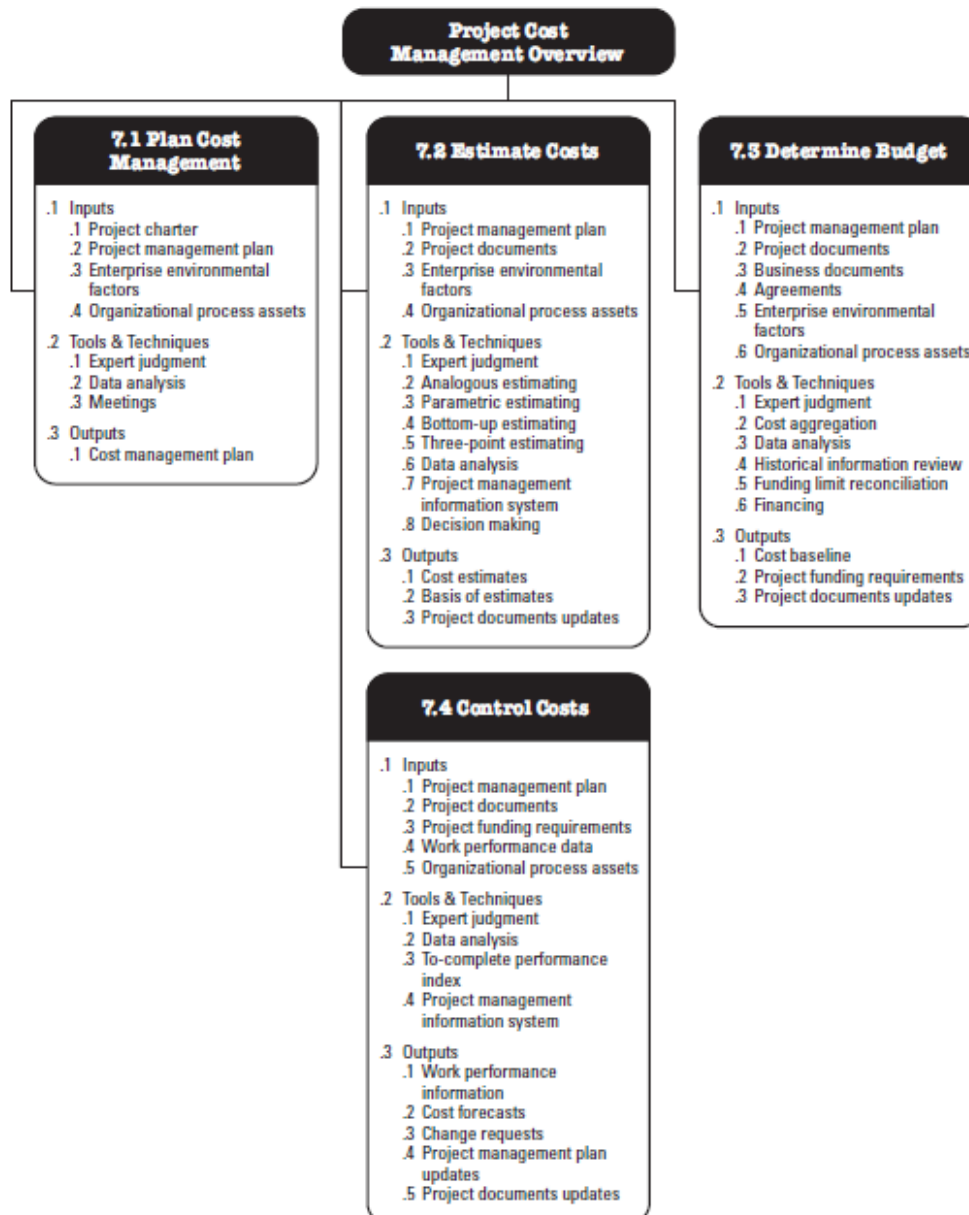
Figure 12. Project Cost Management Overview

Chart 15. Roles and responsibilities Project Cost management

Overview of functions	
Project RAPS	
Roles	**Responsibilities**
Project Manager (consultant)	Conduct meetings with IP's, project team and project sponsor to determine approach for cost man agent, activity estimation, project budget and control of project budget
Project Sponsor	Review and approve project budget estimates, project budget, change requests in project budget
UNFPA Program Assistant	Assist project manager with meeting preparation, assist finance assistant with preparation pf budget sheets, review IP's requests for disbursement, effect payments after approval.
UNFPA Finance Assistant	Prepare budget sheets, review and forward disbursement requests for approval, keep finance programming up to date in Atlas ERP, close out budgets, make budget changes in Atlas ERP, liaise with financial staff in HQ for system budget revisions due to fluctuating exchange rates.
UNFPA Communications Officer	Send out meeting invites, record meetings, share meeting records with project team, IP's and project sponsor.
UNFPA Procurement Officer	Ensure costs for procurement are included in cost management plan and cost baseline.
UNFPA International Operations Manager	Overview project cost management process and provide technical assistance, where required. Approve budget changes or forward for approval.
UNFPA Liaison officer	Overview project work, review project progress and costs with project manager and international operations manager
Implementing partners	Estimate activity costs, share activity costs with project manager, prepare disbursements requests in Atlas ERP for budget approval, keep project manager up to date on activity costs management

The financial resources to cover the costs of projects implemented by UNFPA come from donors. UNFPA receives funds from donors that can either be earmarked for

specific programs or for one of the mandates. If the funds are non-earmarked they can be allocated for the implementation of various programs or projects.

4.4.1. Plan Cost Management

Plan Cost Management is the process of defining how the project costs will be estimated, budgeted, managed, monitored, and controlled. The key benefit of this process is that it provides guidance and direction on how the project costs will be managed throughout the project (PMBOK, 2017, p. 235).

When performing the project cost management processes, it is important to keep in mind that the project budget needs to be utilized 100% at the end of the project. This is one of the requirements when requesting project or program funds. Unused funds are accounted for as mismanagement of the project. The country office is deemed as unable to produce results, unable to perform at the capacity required to finish the requested fund and produce the results agreed, or just or simply does not need a large sum of money for programs or projects. The consequence of not spending the total project budget is that the amount allocated for future projects or programs of that specific office will be lower than initially requested by the office. So, it is of key importance that the project team and the implementing partners collaboratively plan and manage the project cost process in order to complete the project within the agreed-to budget, without over or under expenditure.

The total budget available budget for the project was estimated at USD 876,757.00 during the development of the project proposal. Since then various developments have taken place in the country and the world, that will have an effect on the cost of the project.

These developments include:

1. The financial and economic crises in Suriname, which has affected the prices of all goods and services and resulted in an inflation.

2. The surge of the USD-SRD exchange rate, caused by the financial-economic crises, results in the costs for goods and services increasing.

3. The SARS COVID-19 virus, resulting in the price of certain goods and services increasing, as they have become scarce due to national COVID-19 prevention measures that limit the mobility of individuals and institutions.

In order to have an updated estimate of the costs of the project, the new costs need to be calculated based on the inflation rate. For this calculation, the inflation rate was used from the period September 2019 – September 2020. The inflation rate was retrieved from data publicized by the General Bureau of Statistics Suriname. Based on the calculations for ABS the inflation rate is 45.1% and the new costs will be based on the projections based on off the inflation.

4.4.1.1. Inputs

- **Project charter:** for review of the initially estimated project budget and budget allocations to determine the disbursement or cost per activity or stakeholders' work plan.

- **Risk management plan:** The number of reserves or budget allocation for risk mitigation will influence the project costs. To ensure that cost estimations and budget allocations or disbursements are performed as accurate as possible, the identified risks and related mitigation strategies have to be taken into account during the process of cost estimation and cost management.

- **Enterprise environmental factors:** The fluctuating USD-SRD exchange rate has an extensive impact on the project's cost management processes. The project team and stakeholders need to keep in mind during the cost planning phase that even though the overall budget is estimated in US Dollars, the disbursements will be in local currency (SRD), as per the UN guidelines on payment and disbursements to implementing partners and vendors. the exchange rate needs to be confirmed and checked incrementally during the plan

cost management process to ensure that the estimated allocations are as accurate as possible.

- **Organizational process assets:** This component is a major factor for the cost management process. Due to the fact that UNFPA works with donor resources, the organization ensures to take extra precautionary measures to ensure the appropriate spending of these resources. In that regard, there are various financial management policies that every project or program needs to comply with.

For project RAPS, UNFPA SROC will submit fund requests to UNFPA headquarters, on behalf of UNFPA Suriname through the submission of the signed annual work plan and the annual budget. Once the funds are in the accounts of UNFPA SROC they are allocated to the project with specific account codes under the country name Suriname. After submission and approval of the work plan of the implementing partners, the funds are disbursed to them for implementation of the activities.

The funds will be disbursed on a quarterly basis, into a dedicated bank account. The implementing partner agreement contains all the appropriate clauses with respect to accounting, reporting, termination, subcontractors, indemnities, intellectual property, et cetera. This agreement also sets out: a duty to report allegations of corrupt, fraudulent, collusive, coercive, or obstructive practices; that engagement in such practices is cause for suspension or termination; and that funds engaged in such practices should be refunded. These clauses are either directly derived from UNFPA's financial and audit policies or are in line or in compliance with these policies.
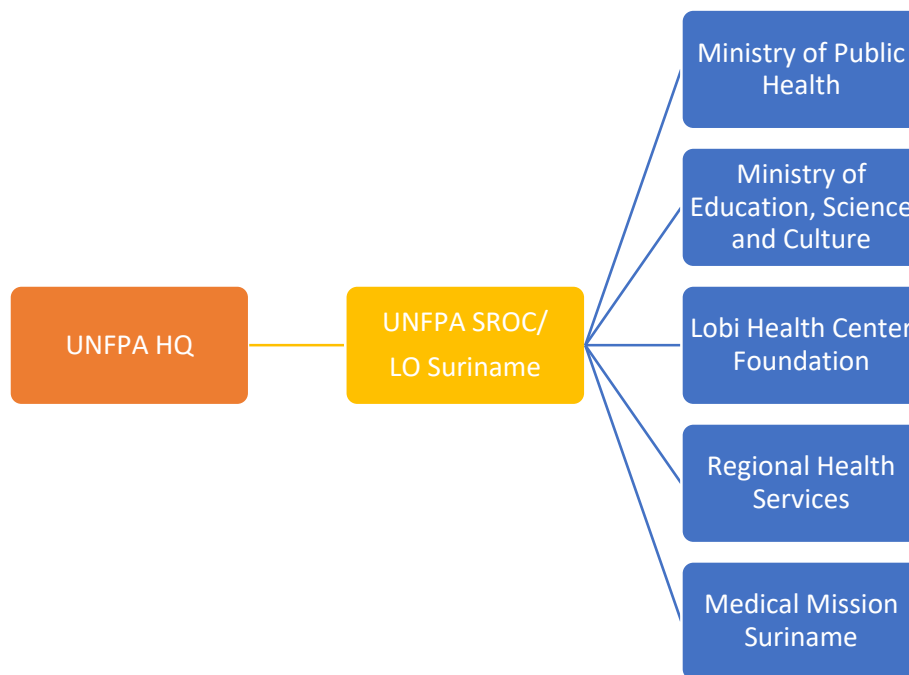
Figure 13. Flow of Funds

4.4.1.2. Tools and techniques

- **Expert judgement:** Expertise and support will be provided by finance and operation specialists from UNFPA HQ and UNFPA LACRO, who will guide the process on planning cost management.

- **Data analysis:** data on the exchange rate and the customer price index will be regularly compiled and analyzed in order to perform the cost management processes with updated information to ensure completion of the project within the approved budget.

- **Meetings:** regular meetings will be held to develop the cost management plan and to manage the cost management processes. The meetings will be attended by a financial specialist from HQ and LACRO, the project team and if required and relevant to their roles, the implementing partners.

4.4.1.3. Outputs

- **Cost management plan:** the cost management plan will provide a comprehensive overview of how the project costs are planned, managed, monitored, and controlled. It will include references and links to UNFPA's financial policies and guidelines, which will be located in the online document

repository. Specific thresholds that require higher levels of approval or additional steps for processing are included in the cost management plan. Reporting templates and deadlines for the various reporting or tasks will also be included in the cost management plan, accompanied by links to documents in the online repository.

4.4.2. Estimate Costs

Estimate Costs is the process of developing an approximation of the cost of resources needed to complete project work. The key benefit of this process is that it determines the monetary resources required for the project (PMBOK, 2017, p. 240). The project comprises a number of stakeholders who have varying organizational procedures and working modalities. This may result in the cost estimation process being done differently by each stakeholder in their work plan. A key factor to ensure unambiguity and clarity during the cost estimation process is that the project management team and the project stakeholder need to agree on the method of cost estimation.

4.4.2.1.   Inputs

- **Cost management plan:** the cost management plan will be reviewed and referred to, to ensure that the cost management processes are completed per the agreed to methodologies and standards.
- **Scope baseline:** to review the project deliverables and activities in order to estimate the project costs and ensure that the estimations are within the agreed budget.
- **Resource requirements:** an overview of the required resources for the project is necessary for the cost estimation process. The costs and quantity of all the required resources are to be included in the cost estimation process
- **Risk register:** Risks and risk mitigation strategies impact the project budget. In most risk scenarios, the expected outcome is that the costs for the activity and the project overall will increase. In order to establish a buffer or reserve to absorb the extra costs, the risk register needs to be reviewed and included during the cost estimation process.

- **Enterprise environmental factors:** market conditions will have an effect on the cost estimating process. The project team stakeholders need to take into account that the prices for goods and services vary from the city (urban) areas and the hinterland. The further in the hinterland the selected resort is located, the higher the price for goods and services.

  The exchange rate and inflation also affect the cost estimating process. If the price for US dollars increases significantly during the duration of the project, the inflation will increase as the prices in Suriname are calculated with a dollar component due to the import economy the country has. To ensure that the cost for the activities and the reserves are estimated as accurately as possible, the project team and the stakeholders need to monitor this element carefully.

- **Organizational process assets:** Both the UNNFPA and the stakeholders have their respective cost estimating templates and policies. These will differ based on the fact that they are all different organizations with varying financing and reporting modalities. Given the project funds will be provided by UNFPA, which is required to submit periodical reporting to its donors, the policies, templates, historical information, guidelines, financial programs, and systems will be used for the cost estimation process.

4.4.2.2. Tools and techniques

- **Expert judgement:** employees from UNFPA HQ and UNFPA LACRO with extensive experience and knowledge in cost estimating processes will be consulted. In addition, individuals with experience in previous similar projects, especially with the cost components of these projects, will also be consulted.

- **Analogous estimating:** this method will be used for estimating the costs of implementation activities, where required. This technique will make use of the available expertise and experience of individuals working for or with the implementing partners with previous similar projects.

- **Bottom-up estimating:** this technique will be used during the cost estimating process of the activities in the implementing partner's work plan. The project management team and the respective stakeholder will review the required work

and resources of each activity and estimate the costs for the higher-level activities up to the milestone or objective the specific lower-level activities are to achieve. The implementing partners are to submit supporting documentation to justify their cost estimating process together with the submission of the work plan the project team will review the estimation process jointly with the implementing stakeholders to ensure the highest possible level of accuracy.

- **Three-point estimating:** the three-point estimating technique will be used in combination with the analogues and bottom-up estimation. It will be used as required by the environment within and outside of the project and the project activities. The use of this technique will allow for the project management team and the implementing partners to estimate the costs while taking the potential risks and the related risks strategies that might influence the project costs into account. This approach fosters a comprehensive cost estimation process for integrative cost management.

- **Data analysis:** the reserve analysis techniques will be used to calculate a contingency reserve into the cost baseline. The contingency reserve is to be used for the known unknowns, the identified risks of the project. The contingency reserve is set at 10% of the total project budget. The contingency reserve is not an amount that will be set in a separate account or allocate to a different chart of account. The amount of the reserve is included in the total project budget and during the work plan and activities review of the project team and the implementing partners are to calculate and include the required amount of the contingency reserve for that specific work plan and, into the disbursement to the implementing partners. If the reserve is deemed unnecessary during the execution of the work plan, the implementing partners will refrain from using it during that specific cycle and report on the amount leftover in the new request. The unused contingency reserve is then added to the total disbursement of the following work plan.

- **Project management information systems:** The project team and implementing partners will make use of Microsoft Office Excel, version 2016, to establish cohesiveness in the use and the presentation of the estimation

formulas and templates. The files will be uploaded to the online document repository for easy access for all stakeholders.

- **Decision making:** in order to foster cooperation, collaboration and to reach an agreement on the cost estimating processes and outcomes, the project management team and stakeholders will make use of working groups to work out and discuss the cost estimation processes and voting demonstrate and solidify agreement to these processes and the results.

4.4.2.3. Outputs

- **Cost estimates:** the cost estimates will be displayed in an Excel sheet. For this phase of the development of the project management plan, the cost estimates for the project implementation activities are done via analogous and bottom-up estimation starting from the level 3 components of the WBS, leading up to level 3. When planning for the lower-level activities or components the project team will also make use of three-point estimating in order to estimate the cost range required to achieve the level 2 components. During the implementation of the process, the estimating techniques may change, based on the circumstances within and outside of the project at that time. As a result, the actual costs may also change. For the project management activities, a bottom-up estimating technique will be used.

The estimated costs for implementation that were calculated during the development of the proposal for this two-year programme were $ 876,757. 67% of the total budget is allocated towards implementation of the project, 25% for operational costs and the remaining 8% is for the direct costs (the agency implementation rate and fee that is paid to a sister agency for financial services rendered from them).

The new cost estimation, due to inflation amounts to USD 1,271,297.65 to cover the project costs, this includes operational and indirect costs as well as the contingency and management reserve.

- **Basis of estimates:** the cost estimating processes, the methodologies, and formulas used during the process will be documented in an excel file. The

document will be stored in the online repository and the completed cost overview will include a link to the document in order for the project team to review the estimate calculations and if necessary, request a change for a specific estimate. Per the PMI good practices, the document will include the estimating techniques, the assumptions, constraints and risks that were considered during the estimating process, the certainty and range of the estimates. This document will also be used as a lessons-learned register when reviewing the project budget for the activities for year 2 of the project.

- **Project document updates:** after the cost estimating process the assumption log, and risk register will be updated, where required.
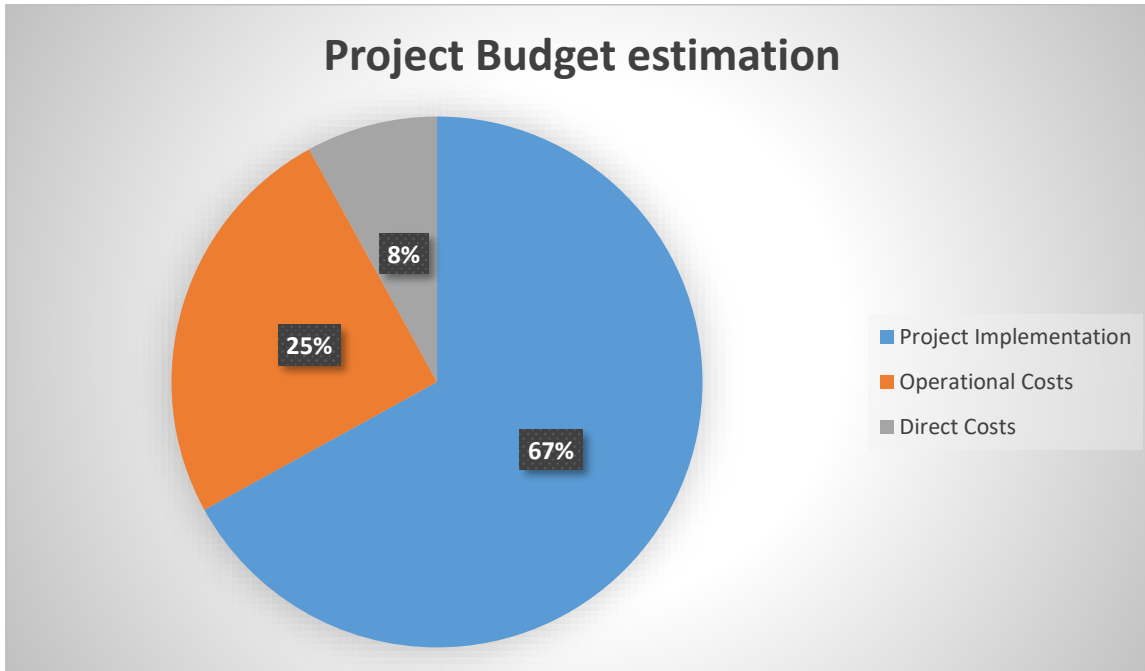
Figure 14. Project Budget Estimates

4.4.3. Determine Budget

Determine Budget is the process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline. The key benefit of this process is that it determines the cost baseline against which project performance can be monitored and controlled (PMBOK, 2017, p. 248).

After the estimation of the level 5, 4, and 3 components of the project WBS, the project budget for year one and year two is determined. The budget includes the contingency reserves and the operational and indirect costs.

4.4.3.1. Inputs

- **Cost management plan:** to review the methodologies and the description of the structure, estimates, and calculations of the project costs.
- **Resource management plan:** to include the costs of human (recruitment of project staff) and other physical resources (procurement of office equipment for project staff) in the overall project budget.
- **Scope baseline:** to review the WBS and the components which are included in the cost estimates.
- **Cost estimates and basis of estimates:** the cost estimates and the methodologies and formulas (basis of estimates) from which the estimates are derived need to be available for review and verification, prior to determination of the overall project budget. This will establish understanding and consensus, of the make-up of the project budget between all stakeholders
- **Enterprise environmental factors:** the fluctuating exchange rates need to be monitored closely and, where required, built into the contingency reserve of the budget.
- **Organizational process assets:** for the cost management process of the overall project, cost budgeting policies and guidelines of UNFPA will be used. Reporting will also be done through UNFPA reporting templates and the online databases and planning and reporting tools.

4.4.3.2. Tools and techniques

- **Expert judgement:** Expert judgement will be required from finance and accounting staff from UNFPA and staff or consultants working for the implementing partners with knowledge on the cost and budget processes of previous similar projects.

- **Cost aggregation:** the estimates of the lower-level components of the WBS will be aggregated to the higher levels in order to determine the budget for the respective deliverable and the entire project.

- **Historical information review:** to determine the budget for the project implementation activities, a historical information review will be used for the analogues estimates. The implementing partners have extensive experience with similar projects in the respective resorts. They have knowledge and data of what is required to be able to execute activities in these resorts and can apply this to provide estimates that are based on valid information to assist with determining the project budget.

4.4.3.3. Outputs

- **Costs baselines:** the determined budget process results in the cost baseline of the project. The cost baseline will be used as a guiding document for the actual cost management of the project activities. The actual cost of activities will be compared against the costs previously determined in the project baseline.

- **Project document updates:** after the project budget has been determined, the cost estimates may require updating. This will be done in the online document to ensure that all stakeholders are aware of the changes. If changes are required with regards to the identified risks and the related risk strategies, the risk register will also be updated.

Chart 16. Project Budget Sheet

Sample Project Budget Sheet	
Project RAPS	
Expected Results/Activities	Budget
1.1 Project Management	
1.1.1 Planning	
1.1.1.1 Collect requirements	
1.1.1.2 Scope and schedule preparation	
1.1.1.3 Resource and budget estimation	
1.1.1.4 Assumption research and risk strategizing	
1.1.2 Implementation and Monitoring	
1.1.2.1 Stakeholder management	
1.1.2.2 Procurement	
1.1.2.3 Risk Mitigation	
1.1.2.4 Internal and external communication	
1.1.2.5 Best practices documentation	
1.1.3 Closing	
1.1.3.1 Consolidation	
1.1.3.1.1 Evaluation project management activities	
1.1.3.1.2 Evaluation project implementation activities	
Sub-total outcome	$ 317,824.42
1.2 Improved access to quality ASRH information, education and SRH services	
1.2.1 Integration of ASRH Programming in district level public health system	
1.2.2 Training health care providers in ASRH service provision	
1.2.3 Procurement and development of material for creation of youth-friendly health facilities	
1.3 Strengthened inter-sectoral and intra-sectoral coordination and community involvement for an enabling environment	
1.3.1 Coordination for partnerships enabling ASRH service provision	

1.3.2 Conducting dialogues and implementation of education sessions for parents and caretakers on SRH	
1.3.3 Implementation national and community family planning events	
1.4 Young people able to make informed decisions about their sexual and reproductive health and well-being	
1.4.1 Implementation of regular SRH information and education sessions in schools	
1.5 Availability of free educational programs to enhance employability	
1.5.1 Design and implementation of vocational training for entrepreneurship and employability in local community	
1.5.2 Incorporation of basic life skills training in regular school curriculum	
1.6 Strengthened accountability mechanisms for local government entities for prevention and response programs to end teenage pregnancies	
1.6.1 Raising awareness on ASRH and mobilizing advocates amongst traditional and religious leaders	
1.6.2 Monitoring progress and results	
1.6.3 Development of sustainability plan	
Sub-total outcome	$ 851,769.43
Direct Costs	
Agency Implementation (UNFPA) Cost/Rate (5%)	$ 63,564.88
UNDPs GMS Rate (3%)	$ 38,138.93
Sub-total outcome	$ 101,703.81
Total Budget	**$1,271,297.66**

4.4.4. Control Costs

Control Costs is the process of monitoring the status of the project to update the project costs and managing changes to the cost baseline. The key benefit of this process is that the cost baseline is maintained throughout the project (PMBOK, 2017, p. 257).

4.4.4.1. Inputs

- **Cost management plan, cost baseline and work performance data:** in order to perform the control costs process, the cost management plan and the cost baseline need to be evaluated. The project team and the implementing partners also need to ensure that the work performance data is properly updated. This process will be performed by the project team and the implementing partners in both separate and joint meetings, depending on the needs of the project. The project manager will ensure that the cost baseline and the work performance are reviewed and evaluated by all meeting participants prior to the meetings, in order to have efficient and effective meetings.

- **Organizational process assets:** the OPAs that will be utilized during the control costs process are the UNFPA policies, guidelines, templates, and forms, including the E-Face form, project monitoring form, and account activity analysis (AAA) forms. These are all online forms that can be downloaded by the project team. The project monitoring and the AAA form display the actual expenditures of the project with additional information on the exact activity the payment is made for, the dates of the payments, and the vendors to whom the payments are made to.

4.4.4.2. Tools and techniques

- **Project management information systems:** the project will make use of Microsoft Office Excel and UNFPA's Atlas ERP system and the Cognos Reports app to retrieve the required forms and documentation for evaluation and adjustments.

4.4.4.3. Outputs:

- **Change requests:** As a result of the control costs process, change requests could be necessary to better streamline the costs of the project, make budget revisions, or reconcile particular budgets. All change requests will be processed through the perform integrated change control.

- **Project document updates:** the cost management plan and cost baseline will require updating if change requests have been approved. The project manager has to ensure that any changes do not negatively impact the project's budget or other aspects of the project that are required for the project to be completed within the agreed budget and schedule.

| Activities | > | FACE Form | > | Approval |

Dept ID: B0026
Dept Name: BP Implementation Support Team
IP Authorized Official: Dr. ▮▮▮▮▮▮▮▮▮▮

Vendor ID: 0000000▮
Vendor Name: ▮▮▮▮▮▮▮▮▮▮
IP Authorized Official's Title: Director

Request Id: B0026-▮▮▮▮-2017-01-01
Request Status: IP Pending
Request Currency: USD

Type:
☐ Direct Cash Transfer
☐ Reimbursement
☑ Direct Payment

General Workplan Information   **Invoice Date: 18-MAR-2017**

Activity Title	Activity ID	Project ID	Workplan Amount USD*	Prior Expenditure Accepted USD*	Nature of Transaction	Actual Project Expenditure B	Expenditures Accepted by UNFPA C
WORKSHOP	WORKSHOP	FPRHCC13			Purchases of office & IT supplies	80,000.00	
					Purchase of printing and media services and publications	125,000.00	
Sub-Total by Activity	WORKSHOP	FPRHCC13	12,000,000.00			205,000.00	
Grand Total			12,000,000.00			205,000.00	

*= Workplan Currency

Certification by IP:

The undersigned authorized officer of the above-mentioned implementing institution hereby certifies that:

[ ]   The actual expenditures for the period stated herein has been disbursed in accordance with the WP and request with itemized cost estimates. The detailed accounting documents for these expenditures can be made available for examination, when required, for the period of five years from the date of the provision of funds.

Submitted By: **Submitted Date:**

Comment by IP:

Approval by UNFPA:

Approved By: **Approval Date:**

Comment by UNFPA:

| Submit |

| Print FACE |

Figure 15. Example E-Face Form

4.5.   Project Quality Management

Project Quality Management includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements in order to meet stakeholders' objectives. Project Quality Management also supports continuous process improvement activities as undertaken on behalf of the performing organization. The quality management processes include plan quality management, manage quality, and control quality.

Project Quality Management Overview

8.1 Plan Quality Management

.1 Inputs
   .1 Project charter
   .2 Project management plan
   .3 Project documents
   .4 Enterprise environmental factors
   .5 Organizational process assets

.2 Tools & Techniques
   .1 Expert judgement
   .2 Data gathering
   .3 Data analysis
   .4 Decision making
   .5 Data representation
   .6 Test and inspection planning
   .7 Meetings

.3 Outputs
   .1 Quality management plan
   .2 Quality metrics
   .3 Project management plan updates
   .4 Project documents updates

8.2 Manage Quality

.1 Inputs
   .1 Project management plan
   .2 Project documents
   .3 Organizational process assets

.2 Tools & Techniques
   .1 Data gathering
   .2 Data analysis
   .3 Decision making
   .4 Data representation
   .5 Audits
   .6 Design for X
   .7 Problem solving
   .8 Quality improvement methods

.3 Outputs
   .1 Quality reports
   .2 Test and evaluation documents
   .3 Change requests
   .4 Project management plan updates
   .5 Project documents updates

8.3 Control Quality

.1 Inputs
   .1 Project management plan
   .2 Project documents
   .3 Approved change requests
   .4 Deliverables
   .5 Work performance data
   .6 Enterprise environmental factors
   .7 Organizational process assets

.2 Tools & Techniques
   .1 Data gathering
   .2 Data analysis
   .3 Inspection
   .4 Testing/product evaluations
   .5 Data representation
   .6 Meetings

.3 Outputs
   .1 Quality control measurements
   .2 Verified deliverables
   .3 Work performance information
   .4 Change requests
   .5 Project management plan updates
   .6 Project documents updates

Figure 16. Quality management

Chart 17. Roles and responsibilities project quality management

Roles	Responsibilities
Project Manager (consultant)	Prepare quality management strategy and plan in collaboration with project team and IP's. Ensure quality assurance, ensure compliance to quality assurance methods .
Project Sponsor	Review and approve quality assurance approach and methods
UNFPA Program Assistant	Assist project manager with preparation of quality assurance documents and methods. Provide UNFPA quality assurance guidelines and policies to project manager and IP's
UNFPA Finance Assistant	Inform and update project team and IP's on quality assurance data in financial system.
UNFPA Procurement Officer	Liaise with PSB and vendors to ensure quality of procured items.
UNFPA International Operations Manager	Overview project quality management process and provide technical assistance, where required.
UNFPA Liaison officer	Overview project work and provide technical assistance re quality assurance for project implementation activities
Implementing partners	Prepare quality assurance methods and strategies for project implementation activities. Ensure, asses and adjust quality of activities.

4.5.1. Plan Quality Management

Plan Quality Management is the process of identifying quality requirements and/or standards for the project and its deliverables, and documenting how the project will demonstrate compliance with quality requirements and/or standards. The key benefit of this process is that it provides guidance and direction on how quality will be managed and verified throughout the project (PMBOK, 2017, p. 277)

To facilitate the quality assurance of project RAPS, the project team and stakeholders will follow the below principles:

- Policy compliance and auditing

- Continuous/continual improvement
- Stakeholder engagement
- Customer satisfaction: check with the youth if the project has been effective for them
- Management responsibility

Due to the nature of the project; providing critical information and services to vulnerable youth, it is important that the implementing partners prepare to deliver an acceptable standard of quality. In order to realize that, UNFPA will provide technical support to the Family Health Unit and the planning department of the Ministry of Public health to develop and update quality standards for the provision and monitoring of ASRH services, to review and develop training materials for all capacity building activities and quality assurance of concept notes and/or terms of reference for each activity.

During the inception phase of the project, the project implementation strategy will be refined, after the collaboration of the project management team and the implementing partners. The objectives of the project implementation activities will be reviewed and if needed revised or adjusted to ensure that the activities do not lack effectiveness. These adjustments will be made after initial meetings with the community leaders and the youth that will be involved in the project implementation.

4.5.1.1. Inputs

- **Project charter:** for review and as supporting documentation that provides authority to perform project management tasks for project RAPS. The charter also includes high-level components such as the assumptions, constraints, and risks that might affect the quality of the project. The project management team will consider the quality of the project when assessing these components.
- **Risk Management Plan:** identified risks impact the quality of a project if not mitigated properly, in the event they actually occur. In order to develop a comprehensive quality management plan, the risk management plan and all its components need to be included in the quality management processes.

- **Stakeholder engagement plan:** The project has a variety of stakeholders, working in different areas and will all have different diverse requirements that will assist with implementing the implementation activities successfully. For managing the quality of the project, it is of key importance for the project team to be well informed on the stakeholders' requirements and expectations to ensure that these are considered when planning and executing the quality management processes.

- **Scope baseline:** based on the deliverables included in the scope baseline, the project team, and the implementing partners can determine the quality metrics and methodologies which will influence the quality management processes.

- **Enterprise environmental factors:** the overall quality of the project can be directed by the policies, rules and guidelines of UNFPA and the implementing partners, the project locations (hinterland and marginalized communities), the financial situation of the country as well as the socio-economic developments and the culture and tradition difference between people of the hinterland and people living in the urban areas. The project team will assess all these factors in order to develop a comprehensive enough to assist with achieving project success, while not being too cumbersome and unrealistic standards that will negatively affect the agility of the project.

- **Organizational process assets:** It is expected that the implementing partners conform to UNFPA's quality specifications, as UNFPA will have to report on the project processes, including performance, financial management, and successes. As such, UNFPA quality management protocols, policies, templates and systems of UNFPA will be used mandatory. For constructive and productive collaboration and innovation, the implementing partners will be encouraged to also use their organization's quality policies, especially related to developing and providing youth-friendly SRH services and information, and the implementing partners will be included in the plan quality management processes.

4.5.1.2. Tools and techniques:

- **Expert judgement:** expertise will be required from UNFPA staff who are experienced in the area of quality assurance and control for programme and project implementation. They will provide guidance on the project management processes to ensure that these meet the quality standards of UNFPA. Additionally, for quality assurance of the project implementation activities, expert knowledge will also be required from staff and consultants of UNFPA and the implementing partners who are experienced in the development of SRH programme and activities and have knowledge on previous similar activities.

- **Data gathering:** benchmarking will be used for both the project management and project implementation activities. The project team, together with the implementing partners will review past similar projects which were focused on the enhancement of SRH services in marginalized communities to identify the best practices and assess which will be applicable to the current project to ensure compliance to quality standards. Bottlenecks and other weaknesses of the previous projects will also be assessed in order to derive the lessons learned and the preventable mistakes.

  The project team and the implementing partners will also brainstorm on the project deliverables and the requirements in order to reach those deliverables and interview youth and community leaders of the targeted communities in order to develop quality standards and metrics that are appropriate and suitable for this specific project.

- **Data analysis:** for this project the most applicable data analysis approach is the cost of quality. The project comprises activities that are intended to drive behavior change in communities in order to reduce the prevalence of unwanted and unplanned pregnancies among adolescents. In order to reach the intended results, the implementing partner needs to build trust and rapport within the communities and as such, it is best to prevent low quality performance or standards. Taking the project budget and the objectives into consideration, prevention costs will be the best strategy. For example, an ample amount of the budget and the project work will be invested in capacity building of the health

service providers and into proper integration of SRH into the public health systems in these communities which will lead to the development of a quality product. the direct stakeholders will benefit more from the project if the products are of high quality, instead of receiving poor service or information and having to rework the activities at a later stage of the project.

- **Data representation:** the project team and stakeholders will develop an L-shape matrix to determine the high-level quality assurance requirements of the project. As the project progresses the high-level requirements will be broken down and incorporated into the lower-level activities of the project.

- **Inspection planning:** inspections will take place through field visits to the communities. These field visits will be planned around activities in the communities so the consultants have the opportunity to interview the direct stakeholders, while the project activities are going on. This will also allow for real-time monitoring by the consultants and to receive responses on the project while it is taking place.

- **Meetings:** to foster collaboration of the project team and the implementing partners during the quality planning process and to ensure understanding of the quality standards in order to manage the quality of the project properly during the implementation stage, work meetings will be held.

4.5.1.3. Outputs:

- **Quality management plan:** a summary of the quality management planned will be prepared in a Microsoft Office excel sheet. Its purpose will be to provide a comprehensive and clear overview of the deliverables that will be subjected to quality reviews, the quality standards and objectives of the project, and the roles and responsibilities of individuals for the quality management tasks. It will also include the quality management activities, metrics and tools that will be used for quality control. The document will be uploaded to the online repository for input and review of the project management team and the implementing partners. The document will also be updated if after quality spot-checks or inspections it has

been discovered that changes need to be made to a certain product or process of the project.

- **Project management plan and project document updates**: the risk management plan and the lessons learned register will be updated congruous to the quality management plan. Changes, adjustments, and improvements to activities of the project will be documented in the lessons learned register. It is also expected that the likelihood or impact of certain risks may decrease as a result of diligent quality assurance.

4.5.2. Manage Quality

Manage Quality is the process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project. The key benefits of this process are that it increases the probability of meeting the quality objectives as well as identifying ineffective processes and causes of poor quality (PMBOK, 2017, p. 288).

4.5.2.1.   Inputs

- **Quality management plan:** the project will be managed through reviewing, executing, and updating the quality management plan. As per the assigned roles and responsibilities, the project manager will inform a member of the project team or an implementing partner about a quality management or assurance task that needs to be completed for either the project management or project implementation activities by an agreed deadline. After completion of this task, the quality management plan is updated with the status or progress of the activity.

- **Project documents:** the lessons learned register, quality control measures, quality metrics and risk report are all to be included in the management quality process. Risks may have a significant impact on the quality of the project. For example, if the implementing partners are not able to recruit the right consultant to deliver the training in the hinterland, these workshops will not be effective and have a lesser chance of reaching the intended results; capacity strengthening

of the healthcare workers in the hinterland to provide youth-friendly SRH services. If the identified risks are not properly monitored next to the quality management plan, important factors may be overlooked, causing the project quality to decrease.

The lessons-learned register is also important for this process. This document provides an overview of the lessons learned from a previous similar project, and thus, mistakes that should be avoided or best practices that should be repeated or enhanced. Making use of this document when monitoring the quality of the project will be integrative and allows the project manager to have a holistic approach towards monitoring the quality of the project.

- **Organizational process assets:** when managing the overall quality of the project, the project manager has to make use of the UNFPA policies, guidelines, and quality assurance and reporting templates. These need to be updated and submitted as required, and the guidelines are to be used to lead the quality management process and prepare interventions that will enhance the quality of the project through the project period.

4.5.2.2.   Tools and techniques

- **Data gathering:** on order to manage the quality of the project implementation activities, data will be gathered through focus group and review meetings. Members of the UNFPA project team, led by the SRH specialist, will conduct field visits to the selected communities to perform focus group meetings with the youth receiving the services through the activities as well as other members of the communities, such as teachers or organization and religious leaders. The SRH specialist will inquire if the activities have been implemented as expected and to other observations that may make the quality of the project better.

With the implementing partners review meetings will be held, bi-annually, to analyze and compare the achievements against the planned results, activities, inputs, and outputs as described in the implementation plan Success and failures will be identified and discussed; lessons learnt from the district-level implementation will be brought to the central level and vice-versa. The reviews

will also be opportunities to ensure the Theory of Change of the programme is regularly discussed and its assumptions checked. The reviews can lead to adjustments in the program if deemed necessary, including in its theory of change. Documenting the lessons learned will be important for the scaling up of the programme approach at the end of the programme.

- **Data analysis:** if during the data gathering process, quality issues are detected, the project team and the stakeholders will perform a root cause analysis to determine the direct cause of the quality defect. Root-cause analysis will provide the project team and the implementing partners to determine the source of the issue and prepare corrective measures to target the source instead of the effects of the issue.

- **Decision making:** decision-making for the quality assurance process will take place through collaborative meetings and discussions between the SRH specialists of UNFPA, expert staff of the implementing partners, healthcare service providers in the community leaders. The purpose is to come to integrative solutions, that will work for each party, instead of the project team and the implementers to impose actions upon the targeted communities.

- **Data representation:** the information gathered during the review meetings and focus group sessions, and the root-cause analysis will be best displayed through a cause-and-effect diagram. For monitoring purposes it will give a direct overview of the root of the problems that cause quality issues in the project, if needed the diagram can also be amended to display the suggested solution methodologies as well as the possible outcomes when following one of these methodologies.

- **Audits:** For UNFPA, project audits happen at the end of a project cycle. The projects are audited based on the processes used for the operational and financial activities and how these are documented via the administrative roles of the UNFPA employees. These audits are to review if project teams have complied tot the UNFPA guidelines, if certain guidelines and policies are still relevant or if amendments need to be made that will serve offices working with vulnerable or marginalized groups better. The audits are also to assist with the

reports to the donor countries and donor organizations the project funds. UNFPA audits provide lessons learned and recommendations for the operation and financial processes for future processes.

- **Problem-solving:** problem-solving will be initiated by brainstorming sessions. The PMBOK (2017, p. 295), provides a general list of elements that are included in the problem-solving process. The project team and implementing partners will make use of these elements and adjust them as needed to better fit the specific project process or product.

- **Quality improvement methods:** suggestions and methodologies for quality improvements will be included in the excel sheet, which contains the summary of the quality management plan.

4.5.2.3. Outputs

- **Quality reports:** the quality reports for the RAPS project will be qualitative. The quality reports will be submitted to the project sponsor by the project manager on a quarterly basis, after reviewing the quality management plan and discussing the changes and improvements in the processes or products of the project.

- **Project management plan and project document updates:** it is expected that the quality management plan and the schedule baseline will be updated for project RAPS if any changes occur due to the quality assurance processes. The quality management plan needs to be updated in order to have an overview of the most recent developments of the quality processes.

While the project plans for the cost of prevention and no rework, the schedule baseline may undergo changes if crucial quality components need to be addressed, either for the project's processes or products. Simultaneously to the summary of the quality management, the lessons learned register and risk register will be constantly updated to ensure that these components are managed integrative.

4.5.3. Control Quality

Manage Quality is the process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project. The key benefits of this process are that it increases the probability of meeting the quality objectives as well as identifying ineffective processes and causes of poor quality (PMBOK, 2017, p. 298).

4.5.3.1.   Inputs

- **Quality management plan:** the summary of the quality management plan including the key components of the quality management plan will be used to direct and control the quality assurance processes of the project.

- **Approved change requests:** change requests will be made through the perform integrated control process. It is the responsibility of the project team and the implementing partners to prevent that significant changes will have to be made for the products of the projects, which will result in mistrust or anxiousness in the communities where the work is being done. The team should keep in mind at all times that the project concerns the behavior change on individuals and in order to develop that, rapport needs to build on the basis of trust and inclusiveness. Any change that needs to be made to a product of the project needs to be done with informed consent and joint decision making.

- **Deliverables:** the high-level deliverables, as they are planned in the scope baseline and the WBS, and the planned results of the lower-level activities will be compared and analyzed against the actual results to determine if they meet the quality standards. This will take place on a case-by-case basis through monitoring the quality management plan. As soon as the project manager or other staff responsible for quality control observe a variance between the planned quality and the actual quality, the project team and implementing partners are to take corrective measures to prevent a domino effect where the quality issues spill over into other components of the project.

- **Enterprise environmental factors and organizational process assets**: the policies and guidelines that the project team and implementing partners are

required to use for the plan and manage quality processes will also be used during the control quality process.

4.5.3.2. Tools and techniques

- **Data gathering:** for the project management processes checklists will be used to compile and arrange data in a clear and structured format that will immediately display inconsistencies that may impact the project quality. This will allow for corrective measures to be planned in a timely manner.

   Due to the nature of the project, questionnaires will work best to gather and compile information on the project implementation activities. The project is of a social nature, and in order to determine if the activities have been aligned with the planned quality standards and metrics, it is best to directly receive information from the direct stakeholders. Depending on the service or activity that is being assessed on the quality assurance the survey will be completed by the customer as a routine requirement after visiting a workshop, training, or health care facility. There are also field visits planned on a bi-annual basis, during which the direct stakeholders will be interviewed physically to gather information on the project, as experienced by them.

- **Data analysis and representation:** similar methodologies used during the manage quality process will be used during the control quality process to promote consistency on processes to maintain the understanding of the agreed-to approach for quality management.

- **Inspection:** during the control quality process, the inspection methodology will be the same as the other processes of quality management.

- **Meetings:** review meetings will be conducted to discuss the status of the quality of the project, the defects of the processes or products, suggested corrective measures, review, and approval of change requests and updates on components that have been previously corrected or adjusted to enhance the quality assurance.

4.5.3.3. Outputs

- **Quality control measurements:** the quality control measurements will be included in the sheet containing the summary of the quality management plan. The summary will provide all stakeholders involved in the project with a complete overview of the quality processes of the project.

- **Verified deliverables:** the deliverables planned for the first year of the project will be verified after that period. This will also help determine the best way forward and

- **Evaluations:** A final review will be undertaken at the end of the project. The review will follow United Nations Evaluation Group's quality standards and will particularly focus on the effectiveness and sustainability of the programme. A final report will be developed by an independent consultant and discussed and disseminated with the main project stakeholders.

Chart 18. Project Quality Assurance Activities

Quality Assurance Activities		
Project RAPS		
Activity	**Frequency**	**Responsible**
Establishment/Adjustments of the baseline and definition of targets	Once, inception phase	Project team and implementing partners
Annual Work Plan with budget	Annually	Project team and implementing partners
Joint monitoring field visits	Quarterly	UNFPA specialists, project manager and implementing partners
Monitoring field visits by partners	Continuous	Implementing Partners
Work plan Progress Report with budget	Quarterly	Implementing Partners
Annual Review and Planning Meeting	Bi-annual	Project manager and implementing partners
Project Evaluation	Last quarter of project schedule	Project sponsor, project team, implementing partners
Final report	6 months following the date of operational completion of the project	Project manager, project team and implementing partners

4.6.   Project Resource Management

Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. These processes help ensure that the right resources will be available to the project manager and project team at the right time and place (PMBOK, 2017, p. 307). The project resource management processes are plan resource management, estimate activity resources, acquire resources, develop team, manage team, and control resources.
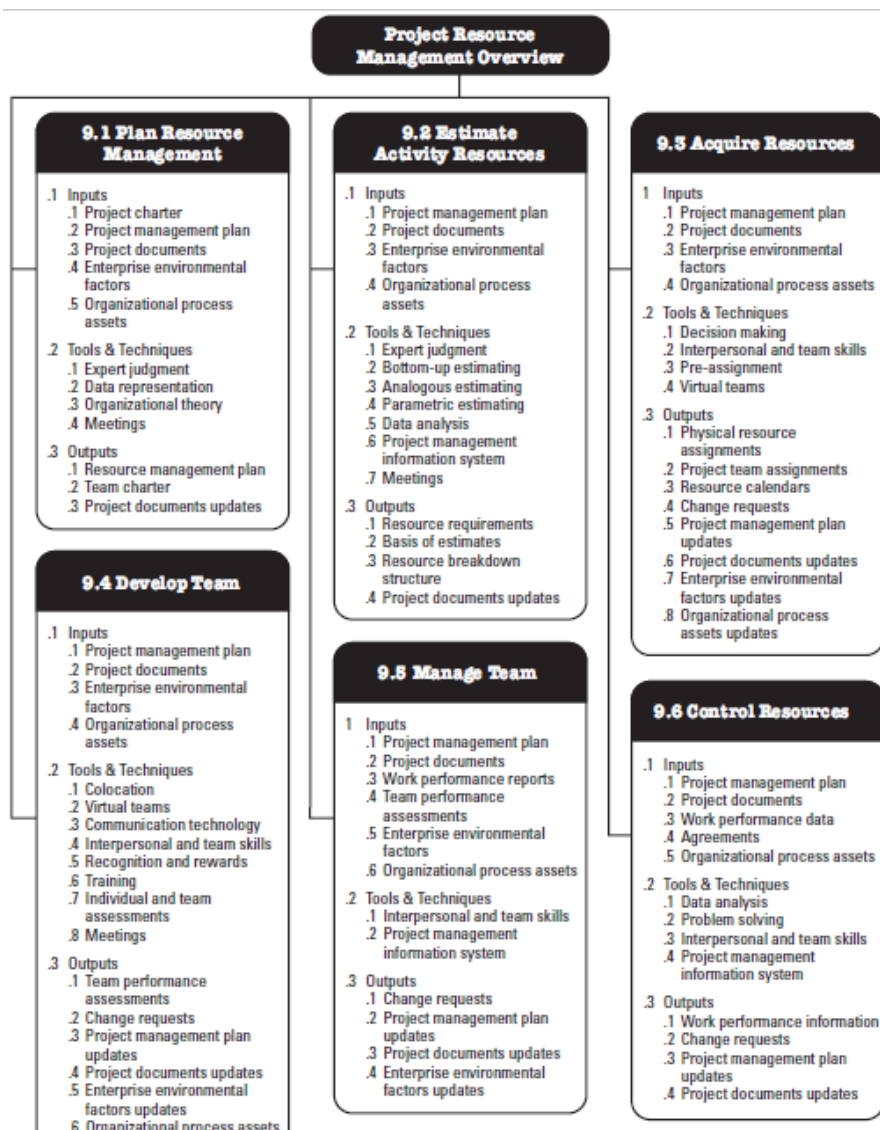
Figure 17. Overview of the project resource management processes.

Project RAPS requires both human resource and physical resource management. Apart from two Monitoring and Evaluation (M&E) Officers, the project manager will not have a team solely dedicated to project RAPS. He will be assisted by UNFPA staff members for the management, coordination, and monitoring of all project management activities. The M&E officers will be contracted from outside of the organizations, as independent consultants, for monitoring and evaluating the project implementation activities in collaboration with the implementing partners. The project manager and the implementing partners will collaborate on the development of the Terms of References for the recruitment of the M&E Officers.

Below is a list of the project team for project RAPS including the respective responsibilities of the team members.

Chart 19. Roles and responsibilities project resource management

Function overview	
Project RAPS	
Roles	**Responsibilities**
Project Manager (external consultant)	Prepare ToR for recruitment process. Conduct recruitment process in cooperation with project management team and IP's. Prepare development plans for teams. Conduct ream meetings.
UNFPA Program Assistant	Assist project manager with preparation of ToR and recruitment process. Assist with preparation of development plans.
UNFPA Communications Officer	Communicate project information with project team and implementing partners.
UNFPA International Operations Manager	Overview recruitment and team development process and provide technical assistance
UNFPA Liaison officer	Overview recruitment and team development process and provide technical assistance
Implementing partners	Assist project manager with recruitment process; share ToR within networks, negotiate with shortlisted candidates.

Physical resources to be acquired for the project management activities include two laptops for the M&E officers. For the project implementation activities, the physical resources that need to be procured are contraceptives. This section of the project management plan will set out the planning and management of the human resources of the project. The planning and management of the physical resources will be explicated in the project procurement section.

4.6.1. Plan Resource Management

Plan Resource Management is the process of defining how to estimate, acquire, manage, and use team and physical resources. The key benefit of this process is that it establishes the approach and level of management effort needed for managing project resources based on the type and complexity of the project (PMBOK, 2017, p. 313).

During the development of the project proposal, a simple estimate was made to inventorize the required and available resources for this project for a duration of 2 years. The results of the inventory have shown that UNFPA has full time staff that possesses the required expertise to assist a dedicated project manager with the execution of the project management activities. The inventory also showed that the implementing partners all have the required expertise, knowledge, and experience to implement the project in the respective resorts. In terms of human resources, the project will require two persons for the function of Monitoring and Evaluation Officers, to among other tasks, assist the implementers with quality control, document the progress, results, and innovations of the project and evaluate the project activities and the project overall. It was then determined that the M&E officers should be independent consultants that are knowledgeable about adolescent sexual and reproductive health programming, the organizational processes and scope of work of the implementing partners, the social, cultural traditions of the selected communities and the processes of the United Nations.

4.6.1.1. Inputs

- **Project charter:** for review of the high-level components required to implement the project. The charter provides a summary overview of the important elements of the project, this allows for simple assessments on the need of the resources for the project.

- **Enterprise environmental factors:** the EEF that have influenced the plan resource management of project RAPS include the organizational culture and structure of UNFPA and the implementing partners, the human resources that are already available in the organization and the marketplace conditions. The project team should have an idea of the costs of consultants in order to plan this factor into the cost management plan.

- **Organizational Process assets:** the OPAs relevant for this process include the recruitment policies and guidelines of UNFPA, the human resource policies of UNFPA and the implementing partners, and other policies relevant to the recruitment of consultants, such as payment terms, onboarding training of consultants that will be working with the UNFPA/UN for the first time.

4.6.1.2. Tools and techniques

- **Expert judgement:** staff employed at UNFPA and the implementing partners, who have experience in previous similar projects will provide expert advice and guidance. Specifically, on the minimum educational background and required work experience of the M&E consultants that are needed for the project.

- **Data representation**: resource management data of the project will be presented through charts. The charts will include the function/role and the related responsibilities with respect to the specific management area. The complete chart will be prepared in Microsoft Excel and uploaded to the online document repository for access to all involved in the project. In addition to that, the chart will also be broken down per knowledge area for easier access when reviewing the subsequent project management plans.

- **Meetings:** collaborative meetings will be conducted with the project team and the implementing partners to plan the resource management of the project.

4.6.1.3. Outputs

- Resource management plan: the resource management plan will include the policies for recruiting, managing, and maintaining the team resources for the project, the roles and responsibilities of project team members, the project organization chart to set out the reporting lines for the team members, training suggestions for staff members, for the benefit of the staff member as well as the project. Complementary to the resource management plan, the project resource matrix will be developed to display the main requirements related to the human resources of the project.

4.6.2. Estimate Resources

Estimate Activity Resources is the process of estimating team resources and the type and quantities of materials, equipment, and supplies necessary to perform project work. The key benefit of this process is that it identifies the type, quantity, and characteristics of resources required to complete the project.

The additional required human resources were estimated during the project proposal phase. The estimation was done by the stakeholders by reviewing the roles and functions of current staff. The estimation showed that the implementing partners already have persons employed who have the ability to perform the required project processes well. It was then determined that only two M&E officers were necessary to assist with monitoring the project, to evaluate the relevancy, efficiency, and effectiveness of the project implementation activities and to assess the sustainability of the project.

4.6.2.1. Inputs

- **Resource management plan:** the resource project resource matrix provides an overview of the existing and additional required human resources for the project. This will allow for the project team and the implementing partners to further

elaborate on the current estimations, review them on relevancy based on the current situation.

- **Activity list:** through the activity list, it can be determined for which specific activity the resources will be needed. This will allow for specific and targeted planning of the type of resources that are required.

- **Cost estimates:** the amount available for resources will influence the recruitment process and the type of resources that are ultimately contracted. The monthly fee for junior consultants differs from the fee for senior consultants. A difference in fee also implies a difference in expertise and skill. For the project monitoring and evaluation process, this may lead to different results, than initially planned.

- **Risk register:** identified risks may impact the availability of the project's current resources as well as of the required M&E officers. The resource estimating process needs to consider all risks that are likely to influence the availability of resources and adjust the estimates based on those findings.

- **Enterprise environmental factors:** Suriname has a small market of experienced and specialized consultants. The availability of two full-time consultants for the duration of 2 years is very scarce and that will have an effect on the estimating and further planning process for the resources. The marketplace conditions will also influence the resource estimating process, more so specifically the estimation of the costs for the two consultants. If the consultants who are already in short supply, raise their monthly fee or raise other terms and conditions the project budget will be affected. Other EEFs that influence the estimate resources process of this project are the project locations, the languages of the targeted communities and the availability of the consultants to travel. Apart from resort Latour, the targeted communities are either in the district or the hinterland of the country, which requires a day of traveling by bus and to reach some villages, by boat or airplane. If the consultants are not willing to travel to these communities, they will not be able to take on the assignment. Subsequently, if the consultant does not understand nor speak or comprehend

the local languages at a level of normal comprehension, they will not be able to take on the assignments.

- **Organizational process assets:** UNFPA policies on planning recruitment and onboarding processes of long-term technical consultants will influence the estimating process.

4.6.2.2. Tools and techniques

- **Expert judgement:** expert judgement will be sought out from human resource specialists from the organizations. Individuals with expertise and knowledge on previous similar projects and M&E will also be consulted.

- **Meetings:** meetings will be conducted to discuss the educational and professional preconditions that the M&E consultant should have as well as their workload and level of responsibility.

4.6.2.3. Outputs:

- **Resource requirements:** the resource requirements for the project will be summarized and documented in terms of references (ToR) to facilitate the recruitment of the M&E officers. The terms of references will not refer to specific activities of the project, but to the objectives and high-level deliverables of the project. It will include a summary of the tasks that are required by the consultants. The ToR will set out, among other prerequisites, the expected professional and educational background, the scope of work for the M&E officer, and the delivery dates of the reports.

- **Project document updates:** as a result of the estimating resources process, the assumption log will be updated. The updates will be based on the function requirements, availability, responsibility, and level of experience of the M&E consultants.

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT	
Technical Monitoring and Evaluation Officer for project "Reducing Adolescent Pregnancy in Suriname"	
TERMS OF REFERENCE	
Hiring Office:	UNFPA Sub-regional Office for the Caribbean
Purpose of consultancy:	
Scope of work: (Description of services, Duration and Working	
Place where services are to be delivered:	
Delivery dates and how work will be delivered (e.g. electronic, hard copy etc.):	
Monitoring and progress control, including reporting requirement, periodicity	
Supervisory arrangement:	
Expected travel:	
Required expertise, qualifications and competencies, including	
Inputs/services to be provided by UNFPA or implementing partner (e.g. support services, office	
Other relevant information or special conditions, if	

Figure 18. Example Terms of Reference

4.6.3. Acquire Resources

Acquire Resources is the process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work. The key benefit of this process is that it outlines and guides the selection of resources and assigns them to their respective activities (PMBOK, 2017, p. 328).

4.6.3.1. Inputs:

- **Cost baseline:** in order to properly determine the fee for the M&E officers and to ensure that the correct amounts are quoted in the ToRs or during the negotiation and contracting process, the project costs need to be reviewed to

ensure that the recruitment process does not exceed the set budget limitations for resource appointments.

- **Project schedule:** to ensure that the project contract consultants are definitively available for the duration of the project, it is important for the recruitment team to consult and refer to the project schedule and to present it in its entirety to the shortlisted candidates. By doing this, it will be easier to contract the most suitable candidates for the 2 years' duration of the project.
- **Enterprise environmental factors and organizational process assets:** the EEFs and the OPAs that are considered during the estimate resources process, also need to be taken into account during the acquire resources process. The recruitment of the M&E consultants will also be affected by similar EEFs.

4.6.3.2.   Tools and techniques

- **Decision making:** the multi-criteria decision analysis tool is most suitable for the contracting of the M&E officers. The consultants will be assessed based on their availability during the project duration, general work experience, specific work experience with similar projects and educational background.
- **Interpersonal and team skills:** networking and negotiation are two interpersonal and team skills that will be necessary during the acquire resources process. Due to the scarcity of specialized, senior consultants in the current market, the project team and the stakeholders will need to use their networking skills in order for the ToR or call for proposal to reach as many people as possible. During the hiring process, negotiating may also be necessary. While the fee for the consultants is already calculated in the overall project budget, there is still a possibility that a consultant requests a higher fee than was initially planned. Specialized consultants usually also work on more than one project at a time, and can only have a 60-75% availability for other projects. This means that the hiring team may need to negotiate on the availability and the scheduling of the consultant on the project.

- **Pre-assignment:** the project team consists of individuals who are already employed at the UNFPA and thus pre-assigned to the specific functions in the project team. UNFPA's communication officer is pre-assigned to the role of communication person for the project, and the SRH specialist is pre-assigned to the role of technical advisor to provide technical guidance to the implementing partners on the project implementation activities. The pre-assignment of individuals who already work for the organization ensures that the project team is formed well before the start of the project. Employees are timely aware of their roles and expectations and are able to plan and prepare for the assignment.

- **Virtual teams:** UNFPA makes use of virtual teams, as the liaison office in Suriname receives support from the Sub-regional office in Jamaica, the regional office in Panama and HQ in New York. This allows for individuals with specific expertise to assist and provide guidance with the project processes and the activities. In light of the current developments in the world with regards to the Covid-19 pandemic, virtual teams have shown to be beneficial and necessary as traveling from one country to another or at times within the country are restricted. Seeing that the teams reside in different time zones, adequate planning, specifically for meetings and calls, is required.

4.6.3.3. Outputs

- **Project team assignments:** the project team assignments are inserted in each subsidiary management plan for ease of reference. As the project has a duration of two years, there is a possibility that staff movements may take place within that period. Taking the aforementioned into account the project team assignment charts include the function of the individuals the organizations and their respective roles and responsibilities within the project team.

- **Project management plan and project document updates:** as a result of the acquired resources process for project RAPS, the lessons learned register and the risk register will be updated. The lesson learned register will be updated with new knowledge obtained during the recruitment process.

4.6.4. Develop Team and Manage Team

Develop Team is the process of improving competencies, team member interaction, and the overall team environment to enhance project performance. The key benefit of this process is that it results in improved teamwork, enhanced interpersonal skills and competencies, motivated employees, reduced attrition, and improved overall project performance (PMBOK, 2017 p. 336). Manage Team is the process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance. The key benefit of this process is that it influences team behavior, manages conflict, and resolves issues (PMBOK, 2017, p. 345).

Even though the project team will consist of staff already employed at the UNFPA, the project manager will work on creating team cohesiveness to motivate the team members to communicate regularly and to deliver timely and adequate performance on the project activities. The project manager will have to organize team meetings to promote communication and collaboration within the team.

The M&E officers report directly to the project manager, as they are specifically contracted for the project. The other team members do not report directly to the project manager, but to their existing supervisors within the organization. However, they are still required to regularly report updates on project progress and processes to the project manager, keep him up to date with specific UN processes, inform him of the processes in the agency's specific financial system (Atlas ERP), and assist with preparing the templates for the project documents that are specific to the UNFPA guidelines. Even though the project manager is only hired for the duration of the project, he is still expected to contribute to the development of all team members. The project team will have indicators specific to this project in their yearly performance appraisal and development plan.

4.6.4.1. Inputs

- **Resource management plan:** the project resource matrix provides the project manager with a clear and complete overview of all the human resources

assigned to the project. The resource matrix also includes their contact information and their various skills and expertise. This will provide the project manager with important knowledge on the skillset of the team. This will enable the project manager to assign an additional specific task directly to the respective team member or to suggest additional training to the members who need it the most.

- **Enterprise environmental factors:** the EEFs that will influence developing the team include the UNFPA human resource policies, the available courses, and webinars to promote team development, located in UNFPA's learning management system, courses on adolescent development and sexual reproductive health and rights, and courses on working in different cultures. The project manager will dedicate time for himself to complete relevant courses and will encourage team members to complete courses relevant to their function or role as well.

4.6.4.2. Tools and techniques

- **Communication technology:** there are various tools and apps that the project manager has at his disposal to develop himself and his team. The project team will have full access to all of the MyUNFPA intranet site that provides access to different portals, blogs, articles, learning communities on specific subjects and other information that will be relevant to the project's processes. For online meetings, the team can make use of the organization's Zoom app or the Google Meet video conferencing option that is attached to their organization's email address. Formal and project-relevant communication will be done through email. The project manager is also allowed to create group chats for informal or team-specific communication.

- **Interpersonal and team skills:** the team members will work on other projects simultaneously to the RAPS project and also have other day-to-day tasks that need to be completed by a certain deadline. The project manager will have to motivate and influence his team to perform to their best of their abilities and also to take time off when needed to prevent exhaustion or burnout.

- **Meetings:** short but effective meetings are recommended. These can be face-to-face meetings, virtual, or a combination of both, depending on where the team members are located. The project manager will employ different meeting modalities depending on the objective of the meeting. Meetings can also be used to share personal achievements of the team or to celebrate team results.

4.6.4.3. Outputs

- **Team performance assessments:** the UNFPA SROC has implemented many projects since its establishment. While every staff member gets assessed individually on their performance, team performance assessments have not been carried out in the past. Project RAPS provides a good opportunity to conduct a team performance assessment as the project has a duration of 2 years. Apart from the yearly performance appraisal and evaluation, the staff members that are the most involved in the project will be assessed as a team. The team performance assessments will provide the SROC with insight on the productivity and the efficiency of their staff as a cohesive team that works towards one goal. The assessments will also highlight what additional training would be needed for the SROC to perform as a more effective and cohesive team.

- **Project document updates:** as a result of the development team process the project manager may find it necessary to update the project team assignments. Updating the project team assignments can only be done after discussion and approval of the team member's direct supervisor. If the update includes more tasks and responsibilities for a specific UNFPA team member, the supervisor is required to know to enable that individual to get the opportunity to plan for the additional task or to request support to be able to execute all the assigned tasks.

- **Enterprise environmental factors and organizational process assets:** the mandatory Performance Appraisal and Development (PAD) platform will be updated as a result of the development team process. Staff members may either be assigned additional on-the-job training to enable them to perform better or to learn a new skill. The PAD will also be updated with additional indicators that

are specific to project tasks or achievements. The staff member has to discuss the update of the PAD with their direct supervisor prior to making the changes in the system.

The project manager's performance will not be appraised or assessed via the PAD, but via the consultant evaluation form. The consultant evaluation form comprises a list of questions, which the person to whom the consultant directly reports to has to complete based on the deliverables and skills of the project manager.

4.7. Project Communications Management

Project Communications Management includes the processes necessary to ensure that the information needs of the project and its stakeholders are met through the development of artifacts and implementation of activities designed to achieve effective information exchange (PMBOK, 2017, p. 359). According to PMBOK, there are two parts to successful communication. The first part is developing a communications strategy as required by the project and its stakeholders. The second part is the dissemination of messages through various formats and platforms, thus implementing the communication strategy. Project communication management consists of the processes plan communications management, manage communications, monitor communications.
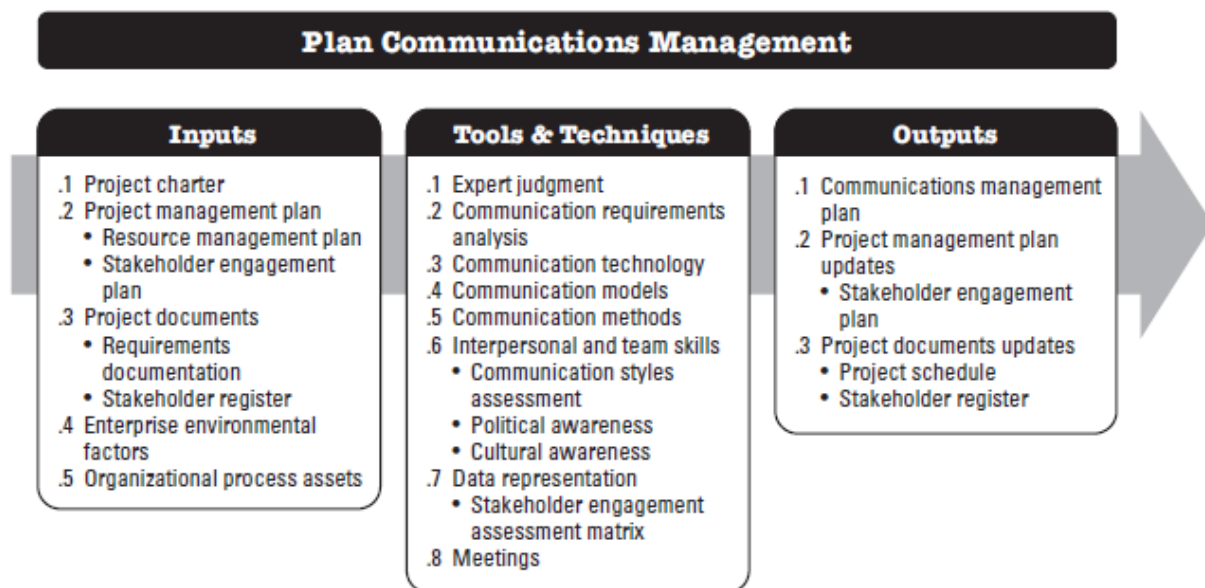
Figure 19. Project Communications Management Overview

Project RAPS consists of a variety of internal and external stakeholders, who all have different communication rules and guidelines, related to the language, tools channels, and documentation formats.

Communications will be an important factor for this project's success. Regular and effective communication will not only be required between the project's internal stakeholders but will also be necessary between the project's implementers and the

external stakeholders. A key factor for this project's success is behavioral change from the target population and the support from other members within the community to enable that behavioral change. As such, communication will not only be required during the project but also before and after the project to foster buy-in from the majority of the community. Developing a clear understanding of the project, its objectives and the foreseeable benefits for the communities will be crucial for leveraging support for the project within the communities.

To achieve these results a communication strategy will be developed, focusing on the communication channels, languages, audiences, tools, methods and skills.

Chart 20. Roles and responsibilities communications management

Functions overview communications management	
Project RAPS	
Roles	**Responsibilities**
Project Manager (consultant)	Prepare communications plan and communications approach with project team and IP's
UNFPA Program Assistant	Assist project manager with preparation of communication plan. Assist communications officer with project communications tasks.
UNFPA Communications Officer	Assist project manager with preparation of communication plan, strategies and approaches. Prepare communication matrixes. Prepare communication material and product in collaboration with project team or IP's. Lead monitoring communications process.
UNFPA International Operations Manager	Overview project communications work and liaise with HQ communication branch for assistance, if required.
UNFPA Liaison officer	Overview project communications work. Keep regular contact with high level government workers to advocate sustainability of project.
Implementing partners	Prepare external communications plan to advocate on project activities and create awareness of project and project activities. Prepare external communication documents and products in collaboration with communications officer.

4.7.1. Plan Communications Management

Plan Communications Management is the process of developing an appropriate approach and plan for project communications activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project. The key benefit of this process is a documented approach to effectively and efficiently engage stakeholders by presenting relevant information in a timely manner (PMBOK, 2017, p. 366).

4.7.1.1. Inputs

- **Resource management plan:** this will be utilized to review the roles of the project team and other stakeholders in order to assign the responsibilities of the communication management plan to the appropriate and qualified team member or stakeholder.

- **Stakeholder engagement plan:** for the input of the relevant communication methodology with regards to the project's stakeholders.

- **Enterprise environmental factors and operational process assets:** EEFs and the OPAs need to be considered carefully during this process. When planning the project's communication, the project team needs to assess certain matters such as the organizational communication policies of all the stakeholders, the languages and preferred communication channels, communication trends of youth and adolescents, and how this might affect the project communication strategies.

4.7.1.2. Tools and techniques

- **Expert judgement:** from communication specialists, individuals with experience in working in the target communities and previous similar projects, stakeholders' knowledge about the individuals they are servicing in the specific project locations, translators, and individuals with the same cultural background and language as the people in the target communities and individuals with knowledge and experience in creating communication material applicable to the target communities.

- **Communication requirement analysis**: an analysis will be performed to assess and determine the communication requirements for the stakeholders by reviewing the stakeholder management and engagement plan, project implementation areas and responsibilities of the stakeholders, the preferred or organizational directed communication methods of the stakeholders, the communication languages and channels of the stakeholders.

- **Communication technology and methods:** the technology to be used, includes among others emails, phone calls, text messages, social media apps, virtual meeting rooms, reports, online databases, et cetera. The use of a certain kind of technology will be determined based on the requirements and capabilities of the respective stakeholder. Interactive communication, push communication, pull communication, interpersonal, small group, public, mass, network and social computing communication will be used simultaneously and interchangeably, as required by the project, the stakeholder, or activity. The necessary method will be determined after assessment of the information that needs to be communicated and the target audience. Each stakeholder will be responsible for indicating their preferred methods and materials in order for the appropriate amount of funding to be allocated in the budget for project communications. The chosen technology at any given time must be suitable for the communication activity.

- **Interpersonal and team skills:** political awareness is important when it comes to planning the project's communications. The differing organizational structures of the stakeholders will require different communication formats and formalities. The project team should be aware of how to communicate with the Ministry of Health, while also recognizing that communicating with Lobi Foundation calls for another approach. On the other side, cultural awareness is just as important. Apart from the fact that each stakeholder has their own organizational culture, the target communities have a very different culture than communities in the cities, which are serviced more frequently. The project team will adjust the communication approach accordingly. Another factor is that the target population of the project, adolescents and youth, have their own culture within

the community, as young people communicate differently than adults. The project team will use innovation and creativity to reach those youths. All different approaches will be documented in the communications management plan.

- **Meetings:** project meetings will be both virtual and face-to-face per the requirements of the respective stakeholder(s). Every meeting will be recorded and a copy will be sent to the stakeholders for review and confirmation of the meeting minutes. The meeting minutes will be uploaded in an online database, that is accessible to all project stakeholders.

4.7.1.3.   Outputs

The communication management plan will provide an overview of the project's communication requirements, methods, target audience, allocated budget.

Communication type	Method/ When Used
Formal Written	project charter, monitoring and evaluation plans, confidentiality agreements, medical records, letters to the government, letters to donors
Formal Verbal	training, workshops, digital meetings (zoom, google meet),
Informal Written	Emails, text messages, chat messages, social media posts
Informal Verbal	Meetings, conversations, advocacy videos, songs, radio messages,

Figure 20. Communication types and methods

Chart 21. Communication Requirement Analysis

Sample template communications requirement analysis					
Project RAPS					
ID	Stakeholder	Communication type	Communication method	Communication frequency	Language
	Ministry of Public Health				
	Ministry of Education, Science and Culture				
	Ministry of Finance				
	Ministry of Regional Development				
	Ministry of Sport Youth Affairs				
	Lobi Foundation				
	Medical Mission				
	Regional Health Services				
	Adolescent girls (aged 10-19) of Maroon and Indigenous descent				
	Young people of maroon and indigenous descent				

4.7.2. Manage Communications

Manage Communications is the process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information. The key benefit of this process is that it enables an efficient and effective information flow between the project team and the stakeholders. The Manage Communications process identifies all aspects of effective communication, including choice of appropriate technologies, methods, and techniques. In addition, it should allow for flexibility in the communications activities, allowing adjustments in the methods and techniques to accommodate the changing needs of stakeholders and the project (PMBOK, p. 387).

Managing the project communications diligently will prevent miscommunication, mixed, inappropriate, or untimely messaging, confusion amongst the project stakeholders and

other communications faux pass that may have a negative effect on the project or its stakeholders. The project's communications will be managed through the communication management plan in the online document repository. Based on the needs of the project or the stakeholders, presentations will be delivered on the project or one of the subsequent management plans of the project that affect the progress.

4.7.2.1. Inputs

- **Communications management plan:** these matrixes and tables of the plan will be utilized to manage communications, as the plan provides an overview of the requirements, methods and technology.
- **Change log and issue log:** to communicate issues and changes to the project stakeholders in a structured and uniform manner in order to prevent miscommunication

4.7.2.2. Tools and techniques

- **Communication, interpersonal and team skills:** a variety of skills will be used, as necessary, for the adequate management of the project's communication. The goal is to ensure that all stakeholders are heard and understood, that the project's processes are clear for the stakeholders.
- **Project management information systems**: all project documents will be accessible to every stakeholder through an online database. The stakeholders will also be able to upload project reports to the database. Formal messages will be sent through email. A WhatsApp group will be made for the implementing partners to communicate simple and short messages to each other or the project team, this may include project or activity updates and positive developments. The WhatsApp group may not be used for formal requests.
- **Meetings:** to discuss the project's progress, project implementation activities, stakeholder's complications in the field and budget allocation and expenditure, issues, and submissions for change.

4.7.2.3. Outputs

- **Project communications:** these will mainly include emails, as that will be one of the main methods of communicating within the project. Project progress reports or presentation for the government or donor is also a part of project communications. The communications requirements analysis developed during the plan communications process will be utilized to develop the project communications. Relevant project management plans and documents will be updated as a result of the management communications process.

Chart 22. Communication Matrix

Communication Matrix						
Project RAPS						
Communication	Purpose	Medium	Frequency	Audience	Responsibility	Deliverable
Kickoff Meeting	Introduce project. Review objectives and goals. Manage and set expectations	Face-to-face meetings	Once	Project team Project sponsor Stakeholders	Project manager Communications officer	Agenda
Project Team Meetings	Review status of project	Face-to-face or Digital (Zoom) meetings	Weekly	Project team	Project manager Communications officer	Agenda Project schedule
Project Status Meetings	Update sponsor on project status. Detailed report on project status including progress, costs, and problems.	Digital (Zoom) meetings or emails	Monthly	Project Sponsor	Project manager Communications officer	Project status report Project schedule
Technical Meetings	Discuss progress of implementation activities,	Face-to-face or Digital (Zoom) meetings	As needed	Stakeholders	Technical staff, Project manager Communications officer	Best practices, innovation, lessons learned
Lessons Learned	Review best practices and human-interest stories to build further on the measures taken and adaptations and inform future emergencies.	Digital (Zoom) meetings or emails	Bi-annually	Project team Project sponsor Stakeholders	Project manager Communications officer	Knowledge Products

4.7.3. External Communications

Communications external to the project are equally important as internal communication. The project aims to foster behavioral change within selected communities. In order for the behavioral change to take place, the stakeholders have to develop a comprehensive communication plan, that includes various communication methods and communications that is targeted towards adolescents and young people within these communities and also towards other members of the communities, such as family, community leaders, friends, teachers, et cetera. Communication to all members of the communities is important to create a nurturing environment for behavioral change.

Literature on social behavioral change communication has shown that there are different influences on one's behaviors. These influences include the individual itself, family and peer networks, community, and the social and structural environment.
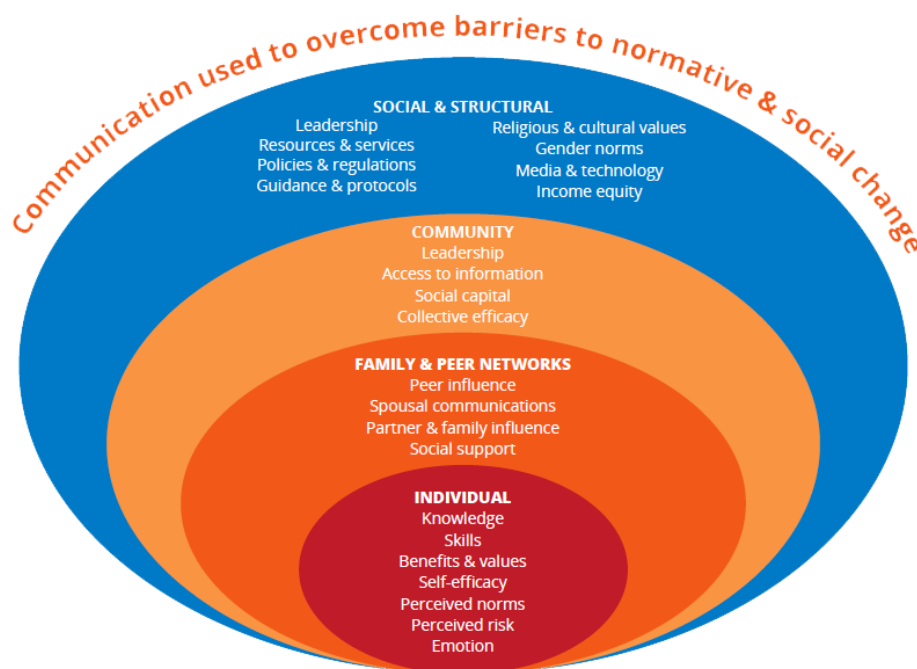
Figure 21. Communication for behavioral change

Chart 23. External communications requirements

Target group	Television	Radio	Facebook	Twitter	Instagram	Snapchat	WhatsApp	Text messages	Newspaper	Flyers/ posters	Advocacy activities	Influencers/ motivational speakers
Adolescent girls												
Adolescent boys												
Parents & caretakers												
Teachers												
Health care workers												
Community leaders												
Religious leaders												
Peers (peer education)												
Local government												
Local organizations												
National government												

Sample template External communication requirements — Project RAPS — Media type and frequency

4.7.4. Monitor Communications

Monitor Communications is the process of ensuring the information needs of the project and its stakeholders are met. The key benefit of this process is the optimal information flow as defined in the communications management plan and the stakeholder engagement plan (PMBOK, p. 388).

The monitor communication process provides the project management team and the implementing partners the opportunity to review their results against the communications. During the monitor communications process improvements for communication management and methods can be developed for use as the project progresses. This target is especially important for the implementing partners, as their goal is to communicate for behavioral changes. Via data gathering and data analysis tools, they can determine if the current communication approach has been fruitful and beneficial towards the respective goal or if it needs to be amended.

4.7.4.1.   Input

- **Communications management plan:** the communications management plan will be reviewed for effectiveness and efficiency during the monitor communications process. The information, goals, and strategies in the plan will be reviewed against the result, and if necessary changes will be made to promote the efficiency and the effectiveness of the project communications.
- **Lessons learned register:** the lessons learned register, which provides an overview of project best practices and no-go's, can also be used to update the communications plan, where necessary.
- **Enterprise environmental factors and organizational process assets:** geographical location, local culture, political climate, religion and technology are the main EEFs that will influence the communications of the project implementation activities. The project team and the implementing partners should keep in mind that the population in the project communities' lives by different cultural rules. The fact that there is a great distance between the city's/urban areas and a difference in the provision of technology between three

of these communities also influences the monitor communications process. All these factors need to be taken into account if updates to the communications plan will be made. The OPAs include the organizations' communication strategies, policies and relevant communication material (videos, pictures) from previous similar projects.

4.7.4.2. Tools and techniques

- **Expert judgement:** to properly monitor the project communications, expert judgement will be required from individuals in the field of strategic communications strategy and planning. Communications consultancy bureaus specialized in developing target communication material will also be consulted as well as individuals with knowledge on previous similar projects.
- **Interpersonal and team skills and meetings:** the project manager will schedule team meetings during which the project team and the implementing partners will discuss the progress and results of the project. The meetings will discuss the internal and the external communications, assess the effectiveness of the internal communications and the reach and effectivity of the external communications, and identify areas for improvement or where outside expertise is necessary.

4.7.4.3. Outputs

- **Change requests:** monitoring the internal and external communications may result in the identification of required changes. The purpose of these changes to enhance the communications strategies and products for more efficiency and to achieve the project's results. The changes will be processed through the perform integrated change control.
- **Project management plan and project document updates:** as a result of the monitor communications process the project management plan and the subsequent project documents will be updated.

4.8.   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. The objectives of project risk management are to increase the probability and/or impact of positive risks and to decrease the probability and/or impact of negative risks, in order to optimize the chances of project success (PMBOK, 2017, p. 395). Project risk management comprises the processes: plan risk management, identify risks, perform qualitative risk analysis, perform quantitative risk analysis, risk responses, implement risk responses, monitor risks.
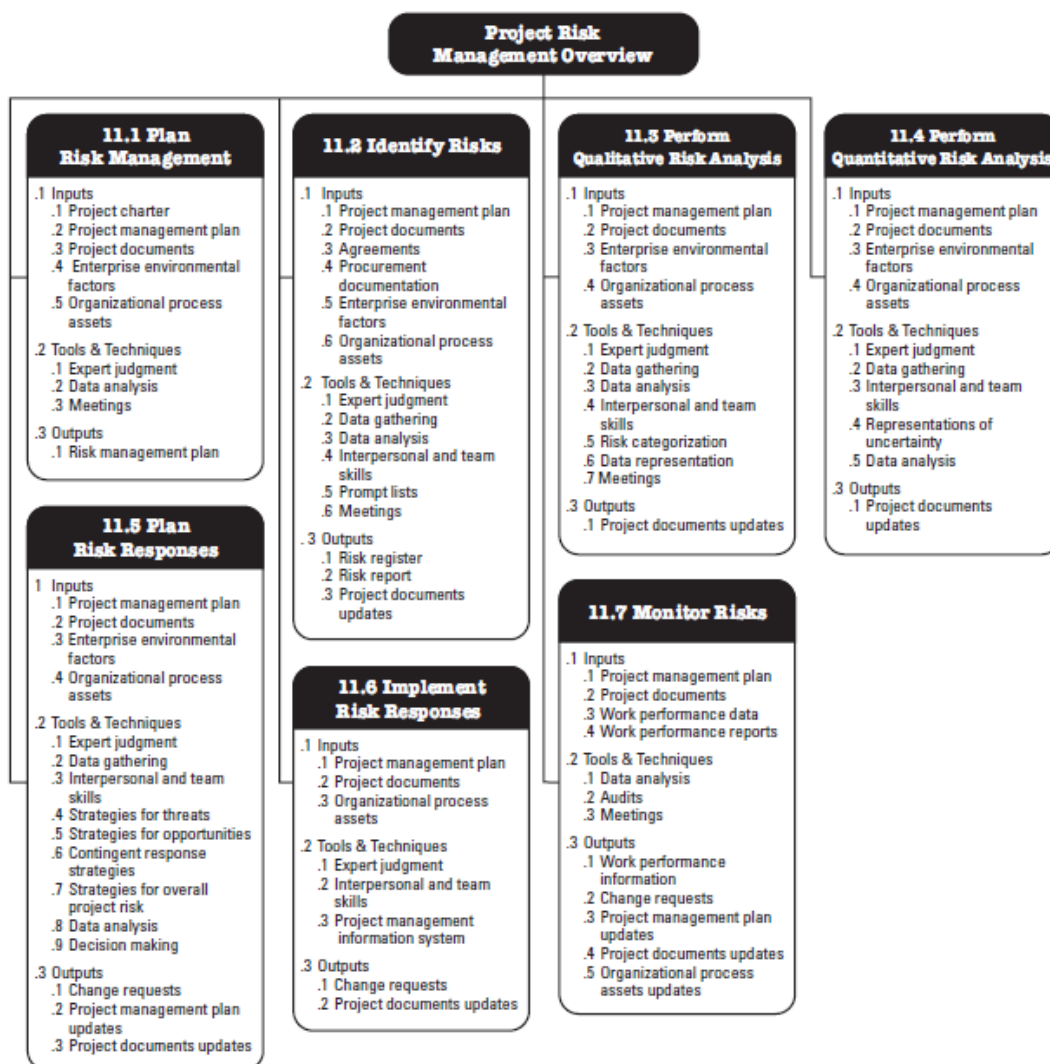
Figure 22. Project Risk Management Overview

UNFPA has been implementing, providing financial or technical assistance, or co-implementing projects since its establishment in the 1960s and throughout the years the organization has gained knowledge and experience in risk management. This has led to the organization factoring risk management practices into organizational guidelines, policies and handbooks. The policies on procurement and supply chain management are developed and updated with the inclusion of risk factors and several risk management and mitigation strategies. The organization also possesses documents on the types and occurrences of ethical risks and the respective risk strategies. Financial management policies and guidelines related to co-financing projects, implementing projects through the disbursement of funds to implementing partners, as is the case with project RAPS, all include risk management directions. These directions include instructions and conditions to prevent certain risk occurrences as well as guidelines for risk management or risk mitigation strategies in the case of unpreventable risks or unseen risks. The UNFPA policy and guidelines will all be available to the project manager to facilitate the project management planning and processes. For the implementing partners, the guidelines will be made available, based on their needs as related to the project implementation activities and project management activities where they carry a certain degree of responsibility.

Chart 24. Roles and responsibilities project risk management

Functions overview	
Project RAPS	
Roles	**Responsibilities**
Project Manager (consultant)	Review previous similar projects to identify potential risks. Conduct meeting with implementing partners and project team to discuss risk planning. Conduct risk analysis in collaboration with project team and IP's. Prepare risk management plan, including risk responses. Conduct and review risk monitoring meetings.
Project Sponsor	Review and approve risk management plan.
UNFPA Program Assistant	Assist project manager with risk planning. Compile data for risk assessment and risk monitoring meetings.

UNFPA Finance Assistant	Ensure financial risks components are included in risk management planning.
UNFPA Communications Officer	Ensure communications risks are included in risk management planning.
UNFPA Procurement Officer	Ensure procurement risks are included in risks management planning.
SRH Specialist	Liaise with IPs to identify and assess project implementation risks and ensure risks are included in risk management panning.
UNFPA International Operations Manager	Overview risk management planning, provided technical assistance. Liaise with HQ for technical assistance for project risk management planning.
UNFPA Liaison officer	Overview project work and provide technical assistance, where required.
Implementing partners	Review previous similar projects and liaise with SRH specialist to identify potential project implementation risks. Ensure identified risks are included in risk management planning. Monitor project risks in the field.

4.8.1. Plan Risk Management

Plan Risk Management is the process of defining how to conduct risk management activities for a project. The key benefit of this process is that it ensures that the degree, type, and visibility of risk management are proportionate to both risks and the importance of the project to the organization and other stakeholders (PMBOK, 2017, p. 401).

The planned risk management process for project RAPS will be done for both the project management and the project implementation activities. For the project management activities plan risk management will be carried out by the project manager and the project team. The team will collaboratively identify risks per their functions and responsibilities and the experience they've gained by working on similar projects. With the use of the UNFPA policies and guidelines, the team will cooperatively plan the risk mitigation strategies and the other risk management processes.

UNFPA's risk planning policies also focus on the prevention of risk occurrences. In order to prevent risk occurrences, the project will need to perform preliminary risk

assessment activities. One of these activities is the micro assessments performed on the implementing partners. All implementing partners who will receive over USD 100,000.00 are micro-assessed. The assessments are carried out by independent auditing firms and provide an overall evaluation of the Implementing Partner's financial management capacity and it reviews funds flow, staffing, accounting policies and procedures, internal audit, external audit, reporting and monitoring and information systems. It results in a risk rating (low, moderate, significant or high). The risk rating determines the type and frequency of assurance activities, e.g. spot checks and audits. It can be adjusted based on other available information (e.g. materiality, history of engagement, previous assurance results) to increase assurance activities. The result of the assessment will be taken into consideration when selecting the appropriate cash transfer modality for an IP.

For the project implementation activities, the risk management planning will be done by the implementing partner together with the project manager. The implementing partners have the knowledge, expertise and experience when it comes to the risks that may arise during the execution of activities. They are also experienced with managing the risks in order to complete the project within the agreed schedule and budget. In collaboration with the project management team, they will plan and implement strategies for the identified risks. Risk management planning for the project implementation activities will happen iteratively. The implementing partners will submit their work plans every three months or six months with the specific activities that will be executed during that period. Potential risks and the mitigation strategies for these activities need to be included in the work plan to ensure a comprehensive review of the work plan and to ensure that the requested funds include the contingency reserve to execute the risk mitigation strategies.

4.8.1.1. Inputs

- **Project charter:** the project charter includes the initial high-level risks that were identified during the development of the project proposal. The high-level risks identified prior to the development of the project management plan will also be

included in further risk management planning for project RAPS. Apart from the risks, the project charter also includes other high-level factors that will affect risk management planning and the management of actual risks, such as the assumptions, the budget, the project's main stakeholders and the constraints. The project charter also authorizes the project team and the implementing partners to perform project planning activities.

- **Project management plan and project documents:** all subsidiary management plans, templates and matrixes will be included in the plan risk management process. This also includes the work plans completed by the implementing partners for the project implementation activities.

- **Enterprise environmental factors and organizational process assets:** the EEFs and the OPAs that will impact the risk management planning include the policies, guidelines of UNFPA and the implementing partners. For the implementing partners, the risk policies will be specifically related to the implementation activities in the selected communities. Organizational reporting lines and authority levels will also influence the risk management process. The majority of the activities will take place in the 'field' outside of the organization's office buildings. It should be made clear who is responsible for the various stages of the risk management process in the field so the team member can take immediate actions for risk mitigation, where required.

4.8.1.2. Tools and techniques

- **Expert judgement:** technical assistance will be provided by staff from UNFPA and the implementing partners who have extensive experience in risk management with similar projects. Individuals with experience in previous similar projects and within similar communities will also be consulted for expert advice during the risk management process.

- **Meetings:** meetings will be an important tool to plan for risk management. The project manager will have to prepare and conduct concise meetings with both the project team and the implementing partners. Due to the fact that the implementing partners will either operate in different communities or the same

communities but will execute different activities, they will identify different risks that all need to be addressed. The project manager has to ensure that the meetings are constructive and efficient and lead to comprehensive and effective results for the risk management process.

4.8.1.3. Outputs

- **Risk management plan:** the subsidiary risk management plan for project RAPS will include the following components:
  - o The risk strategy for all the remaining subsidiary management plans and the risk strategy for the project implementation plan, including the tools and techniques to manage the identified risks, monitor and implement the risk strategies.
  - o The plan will also include which team member or organization is responsible for the monitoring of a certain risk and implementing risk mitigation actions if necessary. For the project management activities of this project, the roles and responsibilities will be divided among the project team. For the project implementation activities, the roles and responsibilities will be divided among the implementing partners and the project sponsor or project manager. For certain risk mitigation strategies of the project implementation activities, there might be a third party who will be contracted to take on the responsibility of the risk.
  - o Elaboration of the risk costs or risk funding. In the cost management plan, a contingency has been reserved for the potential risks of the activities. The risk management plan will expound further on how the costs of these risks should be calculated into the respective work plans of the implementing partners.
  - o Definitions of the risk probability and impact and a probability and impact matrix. The risk impact for the project management activities is for the most part already defined in the organization's policies and guidelines. For some of the project implementation activities, there are also general definitions of the risk impacts. Most of these impact definitions are related

to the diminished trust that UNFPA may experience, at the hand of both direct stakeholders and donors, if a project is implemented poorly or if the processes are not executed and documented properly to present to the donors. The risk impacts in the guidelines will be further refined to fit this specific project. Determining and defining the risk probabilities will be done by the project manager and the project team for the project implementation activities, determining and defining the risk probabilities will be done by the implementing partners in cooperation and collaboration with the project manager and the project team. Refining the broad definitions of the risk impacts of the project implementation activities is also an exercise that will be executed collaboratively with the project team and the implementing partners

- o Templates, matrix and tables to report and track the risks. The project team and the implementing partners will make use of documents that are already available and, in some cases, mandatory to report and track the risk strategy and risk mitigation process. In order to make the formats more suitable for this project, they will be refined and adjusted as allowed per the organizational guidelines.

Level	Decsription	Definition
1	Rare	Risk event is expected to occur only under exceptional/extraordinary circumstances
2	Unlikely	Risk event is has a small chance of occuring
3	Possible	Risk event may or may not occur at some time
4	Likely	Risk event is more likely to occur than not/ Risk event will probably occur in most circumstances
5	Almost Certain	Risk event is expected to occur/has a high change of occuring in most circumstances.

Figure 23. Risk probability definitions

Level	Decsription	Definition
1	Very Low	No damage to UNFPA's reputation & no loss of public's trust/ minor project delay
2	Low	No damage to UNFPA's reputation & no loss of public's trust/ some project delay
3	Medium	Considerable damage to UNFPA's reputation & some loss of public's trust/ Some project delay/ some financial loss
4	High	Major damage of UNFPA's reputation & significant loss of public's trust/ Project Delay/ Huge financial loss
5	Very High	Severe damage of UNFPA's reputation & complete loss of public's trust/ Project Closure/ Significant financial loss

Figure 24. Risk impact definitions

	Impact				
Probability	**Very High**	**High**	**Medium**	**Low**	**Very Low**
Rare					
Unlikely					
Possible					
Likely					
Almost Certain					

Figure 25. Risk probability and impact matrix

4.8.2. Identify Risks

Identify Risks is the process of identifying individual project risks as well as sources of overall project risk and documenting their characteristics. The key benefit of this process is the documentation of existing individual project risks and the sources of overall project risk (PMBOK, 2017, p. 409).

4.8.2.1.   Inputs

- **Project management plan and project documents:** for the risk identification process, it is important that all elements that may cause potential risks are reviewed and considered. This is the case for both the project management

activities and the project implementation activities of project RAPS. Even though the risk identification process will be conducted iteratively, it is important for the project team and the project stakeholders to perform the first overall project risk identification process as integrative and methodical as possible. To ensure that the risk identification process is carried out as aforementioned, all the subsidiary project management plans and the related project documents will be included. Special attention will be paid to the WBS, the project schedule and cost baseline to ensure that the completion of the project within the agreed budget and schedule is taken into account.

- **Agreements and procurement documentation:** the agreements with regards to the procurement of the contraceptives and the laptops will be considered during the risk identification process. If the procurement is not planned correctly, it may be the source of both individual and overall project risks. The delivery dates as well as the clearance processes of the items will be included in the risk identification process.

- **Enterprise environmental factors and operational process assets:** for project RAPS, EEFs that may influence the identification of risks are reports from previous similar projects or developments within the socio-economic sector of the country.

4.8.2.2. Tools and techniques

- **Expert judgement:** expert judgement will be required from UNFPA staff skilled in at-risk identification for SRH projects and risk identification for the project processes. For the project implementing partners, expertise will be required from SRH specialists, consultants and other individuals with specific knowledge of the activities in the work plans and the potential risks that these activities may carry.

- **Data gathering:** the risk identification process will take place on an iterative basis and to ensure proper analysis and risk identification, the project team will make use of several data analysis techniques;

o Brainstorming will be used during the meetings between members of the project team and between the project team and the implementing partners. The brainstorming process will allow for creative and innovative idea exchange and knowledge transfer, which will enhance the integrative risk identification process. The project manager has to appoint a note-taker during the brainstorming sessions to ensure that the identified risks are properly documented for further elaboration.

o For the project management activities that are mostly process-based and need to be completed in the organization's ERP system, checklists are a good methodology to gather data for the risk identification process. The project team will find most of these checklists already drafted in the organization's policies and guidelines and need to amend them to suit the project better. The checklist provides a complete overview of all the actions that need to be completed before an activity is finalized.

o Interviews are also an integrative way to identify risks, this will be especially beneficial for the project implementing partners. They have the opportunity to interview individuals who were involved in previous similar projects. That includes the project beneficiaries and staff and consultants of the organizations who implemented the project. The best practices and the lessons learned that will be derived from these interviews will be a basis for the risk identification process.

- **Data analysis:** PMBOK suggests several methods for data analysis for the risk identification process, which include root cause analysis, assumptions and constraints analysis, SWOT analysis, and document analysis. For the risk identification process, it will be best to use all these analysis methodologies either separately or jointly. Due to the fact that the risk identification process will be conducted several times throughout the project, it would be a poor decision to exclude a certain analysis methodology or to select one over the others. The project team and the implementing partners will collaboratively decide which analysis methodology is best, based on the potential risk, and the project activity or project management process could be impacted by that risk.

- **Interpersonal and team skills and meetings:** in order for the brainstorming sessions and meetings for the risk identification process to be effective and efficient the project manager needs to possess sufficient facilitation skills. This will be especially critical during the joint sessions of the project team and the project implementation stakeholders. The project manager needs to be able to lead the meetings so the participants do not deviate from the agreed definition of the risk, or the jointly agreed to data gathering or data analysis technique to further work out the identified risk.

4.8.2.3.   Outputs

- Risk register: the risk register will include several components of the risk management plan, including the identified risks, risk responses or risk strategies, possible cause of the risk, et cetera. The risk register will be uploaded to the organization's online document repository for access to all and regular monitoring by all responsible parties.
- Project document updates: as a result of the risk identification process, the lessons learned register, assumption log, cost, and schedule baseline might need to be updated. This will be done through the perform integrated change control process.

4.8.3. Perform Qualitative Risk Analysis

Perform Qualitative Risk Analysis is the process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact as well as other characteristics. The key benefit of this process is that it focuses efforts on high-priority risks (PMBOK, 2017, p. 419).

This process will be conducted at the start of the development of the risk management register and for the project management activities, it will be conducted during review of the submissions of the updated work plan.

4.8.3.1. Inputs

- **Risk Register:** for the perform qualitative risk analysis process of project RAPS, the risk register will be used as input document. The risk register will be a clear and comprehensive document that will provide an overview of all the risks, causes, responses, impacts, et cetera. the project management team and the implementing partners will use this to further elaborate on the risk management process. The outcomes of these processes will be inserted in the risk register.

- **Environmental Enterprise Factors and organizational process assets:** the EEFs and OPAs that may influence this process are lessons learned from previous similar projects and organizational policies and guidelines.

4.8.3.2. Tools and techniques

The qualitative risk analysis process will be conducted simultaneously with the identify risks process and as such, the project team and project implementing partners will make use of the same tools and techniques.

4.8.3.3. Outputs

- **Update risk register:** the risk register will be updated with the findings of the qualitative risk process.

4.8.4. Plan and Implement Risk Responses

Plan Risk Responses is the process of developing options, selecting strategies, and agreeing on actions to address overall project risk exposure, as well as to treat individual project risks. The key benefit of this process is that it identifies appropriate ways to address overall project risk and individual project risks. This process also allocates resources and inserts activities into project documents and the project management plan as needed (PMBOK, 2017, p. 437).

Implement Risk Responses is the process of implementing agreed-upon risk response plans. The key benefit of this process is that it ensures that agreed-upon risk responses are executed as planned in order to address overall project risk exposure, minimize

individual project threats, and maximize individual project opportunities (PMBOK, 2017, p. 449).

In order to be prepared in the event of a risk occurrence, the project team and the implementing partners will plan risk responses, corresponding to those individual risks. To ensure that the project progresses smoothly after a risk occurrence that risk responses will be precise, cost-effective, and viable or feasible. The project team should make sure that planned risk responses are well within the project budget and do not exceed the cost baseline.

The planned risk responses process will be simultaneously conducted with the identify risks and qualitative risk analysis process. The project team and implementing partners will make use of similar tools and techniques, except for determining the risk response strategies. The main input for the plan risk response project is the risk register.

4.8.4.1. Tools and techniques

- **Strategies for threats:** the project will make use of the strategies that are listed in the PMBOK, namely; escalation, avoidance, transferring, mitigation and acceptance. These responses will be assigned to the respective risks as the project team and the implementing partners determine to be applicable at that moment. The selected strategy may be adjusted after routinely monitoring the risk management plan after new information has become available that makes it clear that the selected strategy is no longer applicable, after the occurrence of the risk and it becomes clear that the selected strategy is no longer applicable.
- **Strategies for opportunities:** for the opportunities, the project will also make use of the risk strategies listed in the PMBOK. These include escalation, exploitation, sharing, enhancing and acceptance. As is the case with the strategies for treats, the strategies for opportunities will also be adjusted after it has been shown that the selected strategy is no longer applicable.

4.8.4.2.   Tools and techniques implement risk response

- **Expert judgment:** in order to implement the risk responses at the right time, the project requires expertise from technical specialists in the field of risk management and SRH. Technical support will be requested from the regional and head office, especially for risk responses for project management activities. For the project implementation activities, individuals who have extensive experience in SRH programming in marginalized communities will be consulted for expert advice on implementing risk responses.

4.8.4.3.   Outputs plan and implement risk responses

- **Updated risk register:** the output of the plan and implement risk response process is an updated risk register. The lessons learned register will also be updated to track the bottle-necks and best practices that were encountered during the implementation of the risk responses.

4.8.5. Monitor Risks

Monitor Risks is the process of monitoring the implementation of agreed-upon risk response plans, tracking identified risks, identifying and analyzing new risks, and evaluating risk process effectiveness throughout the project. The key benefit of this process is that it enables project decisions to be based on current information about overall project risk exposure and individual project risks (PMBOK, 2017, p. 453).

Monitoring project risks is a joint responsibility of the project team and the implementing partners. However, the project manager is expected to lead in this process, as he carries the overall responsibility of managing this project. The project manager will regularly review the risk register and keep informed about all the developments of the project. For the project management activities, he will delegate certain tasks, such as updating the risk register, documenting the change request logs, et cetera to a member of the project team. For the project implementation activities, the project manager will update the register and document the change and issue log jointly with the respective risk owner.

4.8.5.1. Inputs

- **Project documents:** the project documentation required for this process includes the risk register, which includes an element of all project risk management components. The lessons learned register, issue and changelog are also important for this process as the lessons from previous risk responses can be applied to other risk occurrences. There also needs to be clear documentation of the changes made in the risk management plan or its subsequent documents, in order for the project manager, project team, and implementing partners to stay updated on the potential risks and the proposed risk strategies.

4.8.5.2. Tools and techniques

- Meetings: the project manager will schedule risk review meetings to facilitate the monitor risk process. Both the project management e=team and the implementing partners will participate in these meetings. The meetings will be focused on the information in the risk register and other relevant data that can cause risk occurrences in the project. This data can include, the market conditions or the implementation progress of the stakeholders. During these review meetings, the project manager will ensure that the current risks, are reassessed for relevancy and the risk register to be updated as required.

4.8.5.3. Outputs

- **Change requests:** monitoring, reviewing, updating, and deleting project risks, implementing risk responses will result in change requests of the risk management plan and the project documents. Changes will be processed through the perform integrated change control.
- **Project management plan and project document updates:** the risk register will be updated with the approved changes. The assumption log will also be updated as the monitor risk process may highlight new assumptions and constraints, due to change in the situation and circumstances.

Chart 25. Risk Register

ID	Risk	Cause	Conse quence	Probab ility	Impact	PxI	Trigger	Owner/ Responsible	Strategy	Cost	Com ments
	Template Risk Register										
	Project RAPS										
1	If flooding of the target areas occurs during multiple stages of the project, it might become hard to travel to some of the selected resorts, which will result in delay of the project schedule										
2	If social norms and cultural factors are, the communities might resist the required (behavioral) change necessary for the success of the project. This will result in a failed project.										
3	If project stakeholders do not coordinate effectively and efficiently, the project will be implemented in a chaotic manner, which will result in project delays, duplication of efforts or non-execution of a project activity.										
4	If COVID-19 infections increase and stringent measures are enforced, the project team will not be able to properly implement the project, resulting in project delays.										
5	If flooding of the target areas occurs during multiple stages of the project, it might become hard to travel to some of the selected resorts, which will result in delay of the project schedule										

6	If social norms and cultural factors are, the communities might resist the required (behavioral) change necessary for the success of the project. This will result in a failed project.										
7	If project stakeholders do not coordinate effectively and efficiently, the project will be implemented in a chaotic manner, which will result in project delays, duplication of efforts or non-execution of a project activity.										
8	If COVID-19 infections increase and stringent measures are enforced, the project team will not be able to properly implement the project, resulting in project delays.										
9	If flooding of the target areas occurs during multiple stages of the project, it might become hard to travel to some of the selected resorts, which will result in delay of the project schedule										
10	If social norms and cultural factors are, the communities might resist the required (behavioral) change necessary for the success of the project. This will result in a failed project.										

4.9.   Project Procurement Management

Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. Project Procurement Management includes the management and control processes required to develop and administer agreements such as contracts, purchase orders, memoranda of agreements (MOAs), or internal service level agreements (SLAs). The project procurement processes consist of plan procurement management, conduct procurements and control procurements (PMBOK, 2017, p. 459).

Project Procurement Management Overview

12.1 Plan Procurement Management

.1 Inputs
   .1 Project charter
   .2 Business documents
   .3 Project management plan
   .4 Project documents
   .5 Enterprise environmental factors
   .6 Organizational process assets

.2 Tools & Techniques
   .1 Expert judgment
   .2 Data gathering
   .3 Data analysis
   .4 Source selection analysis
   .5 Meetings

.3 Outputs
   .1 Procurement management plan
   .2 Procurement strategy
   .3 Bid documents
   .4 Procurement statement of work
   .5 Source selection criteria
   .6 Make-or-buy decisions
   .7 Independent cost estimates
   .8 Change requests
   .9 Project documents updates
   .10 Organizational process assets updates

12.2 Conduct Procurements

.1 Inputs
   .1 Project management plan
   .2 Project documents
   .3 Procurement documentation
   .4 Seller proposals
   .5 Enterprise environmental factors
   .6 Organizational process assets

.2 Tools & Techniques
   .1 Expert judgment
   .2 Advertising
   .3 Bidder conferences
   .4 Data analysis
   .5 Interpersonal and team skills

.3 Outputs
   .1 Selected sellers
   .2 Agreements
   .3 Change requests
   .4 Project management plan updates
   .5 Project documents updates
   .6 Organizational process assets updates

12.3 Control Procurements

.1 Inputs
   .1 Project management plan
   .2 Project documents
   .3 Agreements
   .4 Procurement documentation
   .5 Approved change requests
   .6 Work performance data
   .7 Enterprise environmental factors
   .8 Organizational process assets

.2 Tools & Techniques
   .1 Expert judgment
   .2 Claims administration
   .3 Data analysis
   .4 Inspection
   .5 Audits

.3 Outputs
   .1 Closed procurements
   .2 Work performance information
   .3 Procurement documentation updates
   .4 Change requests
   .5 Project management plan updates
   .6 Project documents updates
   .7 Organizational process assets updates

Figure 26. Project Procurement Management Overview

The project procurement plan for project RAPS will only include procurement directly done by UNFPA. This includes procurement of contraceptives and laptops for the two M&E officers. Procurement of products or services, required by the stakeholders for project implementation, will be the responsibility of the stakeholder. Stakeholders are to make all project purchases with the funds that are disbursed to the organizations.

The stakeholders are required to submit an overview of the expenditure and balance at the end of every quarter or at the end of 6 months. The overview includes receipts, contracts and purchase orders received or created by the stakeholders.

UNFPA has strict procurement policies and guidelines, influenced by the Chartered Institute of Procurement and Supply (CIPS). The procurement policies and guidelines are to be applied to each procurement activity. Deviation from the policies may only occur at the onset of humanitarian emergencies or crises, in the event, the policies especially developed for emergency situations do not cover a specific procurement activity, and even then, only after approval from management.

Chart 26. Role and responsibilities project procurement management

Overview of functions	
Project RAPS	
Roles	**Responsibilities**
Project Manager (consultant)	Prepare procurement management plan in collaboration with procurement officer, project team and IPs.
UNFPA Program Assistant	Assist project manager with preparation of procurement management plan. Assist procurement officer with procurement planning and conducting procurement.
UNFPA Finance Assistant	Inform procurement officer of financial controls on procurement to facilitate processing of procurement documents with financial branch.
UNFPA Procurement Officer	Liaise with PSB and vendors/ Prepare procurement documents. Provide input in procurement management plan. Share procurement rules with IPs. Update project team and IP on procurement planning.
UNFPA International Operations Manager	Overview project procurement process and liaise with HQ and PSB for technical assistance.
Implementing partners	Provide input on contraceptives to be procured: type, quantity, brand, et cetera.

4.9.1. Plan procurement management

Plan Procurement Management is the process of documenting project procurement decisions, specifying the approach, and identifying potential sellers. The key benefit of this process is that it determines whether to acquire goods and services from outside the project and, if so, what to acquire as well as how and when to acquire it (PMBOK, 2017, p. 466).

For project RAPS, the following items need to be procured: contraceptives and laptops:

Chart 27. Procurement List

Items to be procured		
Project RAPS		
Items	**Year 1 quantity**	**Year 2 quantity**
Male Condoms 53mm	332,208 (units)	348,818 (units)
Medroxyprogesterone acetate (DMT) 150 Mg	11,101 (vials)	11,656 (vials)
Implants	300 (units)	300 (units)
Levonorgestrel 0.15mg+EthinylEstrad 0.03mg	137,930 (cycles)	144,826.14 (cycles)
Levonorgestrel 0.75 mg (EC)	900 (pack of 2 tablets)	900 (pack of 2 tablets)
IUD	1,347 (units)	1,414 (units)
Laptops for project manager and consultants	3 (units)	--------

4.9.1.1. Inputs
- **Scope management plan and scope baseline**: these components will be utilized as supporting documentation for justification and authorization of the procurement activities in the project.
- **Milestone list:** the milestone list indicates when the supplier for the contraceptives is expected to deliver the items and when the consultants are

expected to commence the work. This list also assists in monitoring timely delivery of the procured items.

- **Project team assignments:** this provides an overview of the roles and responsibilities, related to procurement, of project team members.

- **Requirements traceability matrix:** to review the links between procurement activities and the project objectives.

- **Risk Register:** to monitor the risks related to procurement and if required, to employ the risk mitigation strategy timely.

- **Enterprise environmental factors and organizational process assets:** The EEFs that need to be considered during this process are marketplace conditions and terms and conditions for products. UNFPA plans to procure a large number of contraceptives. To ensure that the items can be delivered in the agreed period, the potential suppliers need to be contacted timely.

  Another issue that needs to be considered is that contraceptives are medical items, of which the procurement and import are regulated by national laws of the country. These laws and regulations of the government will influence this process, as the government has to give written consent for the procurement and import of contraceptives by UNFPA. In addition, the items will undergo a sample test upon arrival before being formally received or accepted by the government of Suriname.

  The OPA that will influence this process is the pre-approved seller lists. UNFPA has lists of pre-approved sellers for specific items. In some cases, these sellers are under a contract modality called long-term agreement (LTA). An LTA provides an opportunity to purchase an undefined amount of goods or services per conditions that are previously agreed to, including the price. The price may vary in between a certain range depending on the immediately available stock, delivery times, et cetera. UNFPA has several LTAs with suppliers of contraceptives. Depending on the type and amount the organization can directly contact a certain supplier for this procurement activity. The LTA can simplify the procurement process.

For the procurement of the laptops, UNFPA will also make use of an LTA. While there are no EEFs or OPAs that can affect the relatively simple procurement of the laptops, the use of the LTA speeds up the delivery time and also provides the warranties and quality guarantees required by UNFPA.

4.9.1.2. Tools and techniques

- **Expert Judgement:** expert judgement will be provided by UNFPA staff, among which, the international operations manager, who will review the procurement plan and forward it to the approvers. Staff of the UNFPA procurement service branch will also provide support with the development of the procurement plan and with communication and the contracting process with the seller. PSB is experienced in procurement and shipping of large quantities of contraceptives. Medical professionals in the field of contraceptives will also be consulted during this process.
- **Data gathering:** A needs assessment is performed amongst the stakeholders to determine the types and the quantities of the specific contraceptives that UNFPA has to procure for the project. A cost estimate is also done based on the documented quantity of the items, indicated on the PSB request forms.
- **Meetings:** meetings will be conducted in order to inform the stakeholder of the procurement processes.

4.9.1.3. Outputs

- **Procurement management plan:** this includes the items to be procured, amounts and price and delivery dates.

Chart 28. Procurement Plan Template

Procurement Plan Template											
Project RAPS											
ID	**Product Description**	**Quantity**	**UoM**	**Unit Price**	**Total Price**	**Requisition Deadline**	**Delivery period**	**Project and Funding Source**	**Procure ment Type**	**Status**	**Comments**
1	**Male condoms 53 mm**	681,026 (units)	EA						PSB	Request in review at PSB	
2	**Medroxyprogesterone acetate (DMT) 150 Mg**	22,757 (vials)	EA						PSB	Request in review at PSB	
3	**Implants**	600 (units)	EA						PSB	Request in review at PSB	
4	**Levonorgestrel 0.15mg+EthinylEstrad 0.03mg**	282,756 (cycles)	EA						PSB	Request in review at PSB	
5	**Levonorgestrel 0.75 mg (EC)**	1,800 (pack of 2 tablets)	EA						PSB	Request in review at PSB	
6	**IUD (units)**	2,761 (units)	EA						PSB	Request in review at PSB	
7	**Laptops for CO staff per UNFPA minimum specs**	3 (units)	EA						LTA SROC	Reviewing offers	

4.9.2. Conduct Procurements

Conduct Procurements is the process of obtaining seller responses, selecting a seller, and awarding a contract. The key benefit of this process is that it selects a qualified seller and implements the legal agreement for delivery. The end results of the process are the established agreements including formal contracts (PMBOK, 2017, p. 482).

4.9.2.1. Inputs

- **Procurement management plan:** the procurement plan provides a clear overview of the items to be procured, the quantity, price and delivery period.
- **Cost baseline:** to review the funds allocated for the project procurement, before executing procurement activities. Even though a specific amount is allocated for procurement at the start of the project, procurement staff is still required to review the funds prior to undertaking procurement activities as prices of goods change frequently. This will enhance efficient cost management and prevent over expenditure.
- **Project schedule:** the project schedule will allow procurement staff to properly plan the procurement activities. Negotiate on agreements related to delivery, clearance, and receipt of the items. Monitoring the project schedule simultaneously with the procurement plan will support the timely delivery of the procured items.
- **Risk register:** procurement activities expose the projects to risks. The risks may include late delivery of items which will put constraints on the project schedule, higher cost of items which puts constraints on the project budget, and delivery of the wrong item. The potential risk that procurement of items may cause, need to be documented and monitored in the risk register.
- **Procurement documentation:** the project used a request for quotation for the procurement and shipment of the contraceptives and the laptops
- **Enterprise environmental factors and organizational process assets:** the EEFs that may influence the conduct procurement process include local laws and regulations on procurement of contraceptives. Regulations on port clearance, testing and receiving the contraceptives. Market place conditions, the

availability of the items, especially the contraceptives. These EEFs can be buffered by the procurement management plan and the risk management plan. The OPAs that may influence the conduct procurement process include the LTA's that UNFPA already has in place with several providers. And UNFPA procurement policies and guidelines.

4.9.2.2. Tools and techniques

- **Expert judgement:** for the conduct procurement process expert judgement will be required from staff at the UNFPA procurement branch, who have experience in purchasing and shipping large quantities of contraceptives. Expertise will also be required from government employees who have the knowledge of customs clearances for the different kinds of contraceptives. Inquiring on the clearance regulations allows for the project team to be prepared once the item arrives. Forms can be completed and signed in a timely manner to prevent sensitive medicine from being kept at the port for too long or at any other location that does not have the equipment to store medicine.
- **Data analysis:** review proposal or quote from the supplier and evaluate against the signed LTA in order to verify if the suppliers are adhering to the agreements in the LTA.
- **Interpersonal and team skills:** negotiation is critical during the conduct procurement process. The procurement officer needs to negotiate with the potential vendor in order to receive the best value for money. The negotiation may include topics such as the earliest possible shipping date, a discount for the purchase of a high quantity of items, or a discount in the shipping price.

4.9.2.3. Outputs

- **Agreements:** purchase order to formalize the UNFPA's order into the ERP management system for encumbrance of the monies required to pay for the procurement of the items. The PO is also UNFPA's agreed statement that a certain organization will be paid an X amount of goods to be delivered by a specific date.

- **Project management plan and project document updates:** Where required, the project management plan, project documents will be updated. The OPAs of UNFPA will also be updated after evaluation of the supplier. Based on the performance the supplier will receive a good or bad rating. A bad rating places them on a blacklist, affecting their possibility to be contracted by UNFPA or another UN organization.

Purchase Order

Dispatch via Print

PO Number		Date	Revision	Page
R7140-00000XXXXXX		16/12/2020		1

Payment Terms	Freight / INCOTERMS		Ship Via
Net 30	FOB		Common

Buyer	Phone	Currency
XXXXXXXXXXXXXX	Tel:	SRD
XXXXXXXXXXXXXXXXX	Fax:	

Approver
Francis Anyansi

SRO Latin America Kingston

address
Kingston
Jamaica
Tel:
Fax:

Vendor: 00000XXXXX
XXXXXXXXXX
XXXXXXXXXXXXXXXXXX
PARAMARIBO
Suriname

Ship To: address
Kingston
Jamaica

Tel:
Fax:

Bill To: address
Kingston
Jamaica

Tel:
Fax:

Ln-Sch Item	Description	Quantity	UOM	Due Date	Unit Price	Line Total
1-1	IMED Jumbo Towel Centerpull 600ft 2 ply cs/6rln for Implmenting Partner Lobi Foundation (Suriame Liaison Office).	XXXXXX	EA	21/12/2020	XXXXXX	XXXXXXXXXX
2-1	Sanitizing spray 750 ml for Implmenting Partner Lobi Foundation (Suriame Liaison Office).	XXXXXXX	EA	21/12/2020	XXXXX	XXXXXXXXX
3-1	Tork Premium Liquid Antibacterial Soap, Extra HD, for Implmenting Partner Lobi Foundation (Suriame Liaison Office).	XXXXXXX	EA	21/12/2020	XXXXXXX	XXXXXXXXXX
4-1	Tork Salubrin Hand Sanitizer Gel Alchohol Gel 1L for Implmenting Partner Lobi Foundation (Suriame Liaison Office).	XXXXXXXX	EA	21/12/2020	XXXXXX	XXXXXXXXXX
				Total PO Amount	**SRD**	XXXXXXXXX

This PO is subject to UNFPA General terms and conditions.

Authorized Signature

This Purchase Order is Electronically Approved by Francis Anyansi and does not require Signature.

Figure 27. Purchase order used for the procurement process

4.9.3. Control procurement

Control Procurements is the process of managing procurement relationships; monitoring contract performance, and making changes and corrections as appropriate, and closing out contracts. The key benefit of this process is that it ensures that both the seller's and buyer's performance meet the project's requirements according to the terms of the legal agreement (PMBOK, 2017, p. 492).

4.9.3.1. Inputs

- **Procurement plan:** the procurement plan provides an overview of the items that need to be procured, the quantity, the funding, et cetera. In order to control the procurement, the procurement officer and the project manager need to monitor the procurement plan and need to maintain communication with staff from PSB who are assisting with the procurement process. If the team experiences issues during the procurement process, these can be documented in the plan for further monitoring and evaluation after finalization of the procurement process.

- **Requirements documentation and agreements:** during the plan procurement process, the procurement officer and the project manager need to determine which requirements the vendor needs to fulfill to be selected or awarded the procurement contract. These may be technical requirements, requirements regarding the items to be procured, such as the make and brand. The requirements can also be related to shipping, delivery period, the vendors' environmental policy (to promote green procurement), or other contract-related requirements. For the control procurement process, the requirements documentation will be reviewed and based on procurement forms submitted by the vendor and other procurement evaluation documents, the procurement officer will be able to assess if the vendors have adhered to the requirements.

- **Procurement documentation:** the documents related to the procurement process need to be kept on file. This includes email correspondence, forms, information flyers, purchase orders, distribution plans, et cetera. The documents will be uploaded to the online document repository for this project. PSB should

have access to these documents at all times to verify and evaluate the procurement process. The documentation of the procurement process also needs to be kept on file for future audits of the project.

4.9.3.2. Tools and techniques

- **Performance reviews:** for project RAPS, a performance review will be done through the evaluation of the vendor. The vendor will be evaluated on several points such as timely delivery, packaging, the state of the items at the moment of delivery, communication with the procurement officer, quality of the product, actual shelf life of the commodities, et cetera. If the vendor receives a bad evaluation, it ends up on the UN's blacklist and will not be able to sell or deliver items to any UN organization in the future. The procurement offices are required to inform the vendor of the evaluation during the planning phase of the procurement process, so the vendor is well aware of the expectations and the consequences if it fails to meet them.
- **Inspection:** all commodities will be inspected before formal and physical receipt into the country. The contraceptives will be tested in dedicated laboratories of the national pharmaceutical institution of Suriname and only after approval of the labs will the government support the clearance of these commodities.
- **Audits:** high-cost procurement is always audited. With this knowledge, the procurement officer and the project manager need to ensure proper filing of all procurement documents, including communication. They may also be required to answer questions from the audit team in order for them to properly evaluate and verify the procurement process of the project. Audits produce lessons learned that can be used for future similar projects or similar procurement activities.

4.9.3.3. Outputs:

- **Closed procurement:** the procurement process is finalized or closed after payment of the vendors. Payment disbursement to the vendors can be monitored and reviewed in the Atlas ERP financial system.

- **Project management plan and project document updates:** the cost baseline will require updating if the procurement has cost more than planned due to price adjustments in the market. The risk register will also require updates if the procurement process does not progress as planned, exposing the project to potential risks. These risks could be related to the project schedule or the quality of training or services that will be delivered to the adolescents in the selected communities.

- **Organizational process assets updates:** the vendors' evaluation documentation, organizational procurement files, lessons learned register and pre-qualified sellers list will be updated as a result of the control procurement process. If the vendor fails to comply with the agreements and the contracts, they will be removed from the pre-qualified list and if there was an established LTA, this will also be terminated.

Chart 29. Distribution Plan

<table>
<tr><td colspan="9">Distribution Plan</td></tr>
<tr><td colspan="9">Project RAPS</td></tr>
<tr><td>COUNTRY:</td><td></td><td></td><td></td><td colspan="2">ESTIMATED DISTRIBUTION DATE:</td><td>FROM:</td><td></td></tr>
<tr><td>ORDER DATE:</td><td></td><td></td><td></td><td colspan="2"></td><td>TO:</td><td></td></tr>
<tr><td colspan="9"></td></tr>
<tr><td colspan="9">Note: Please replace Location 1, Location 2, etc. in the table below with actual naming of the destinations & service delivery point</td></tr>
<tr><td>ITEM NO.</td><td>DESCRIPTION</td><td>TOTAL ORDERED</td><td colspan="4">DISTRIBUTION LOCATIONS</td><td colspan="2">TOTAL DISTRIBUTED (to be completed after actual distribution)</td></tr>
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<tr><td></td><td></td><td></td><td></td><td></td><td>COMPILED BY:</td><td colspan="2">Project manager/procurement specialist</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td colspan="2"></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>APPROVED BY:</td><td colspan="2">Director/ assistant Representative</td></tr>
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4.10. Project Stakeholders 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 (PMBOK, 2017, p. 503).
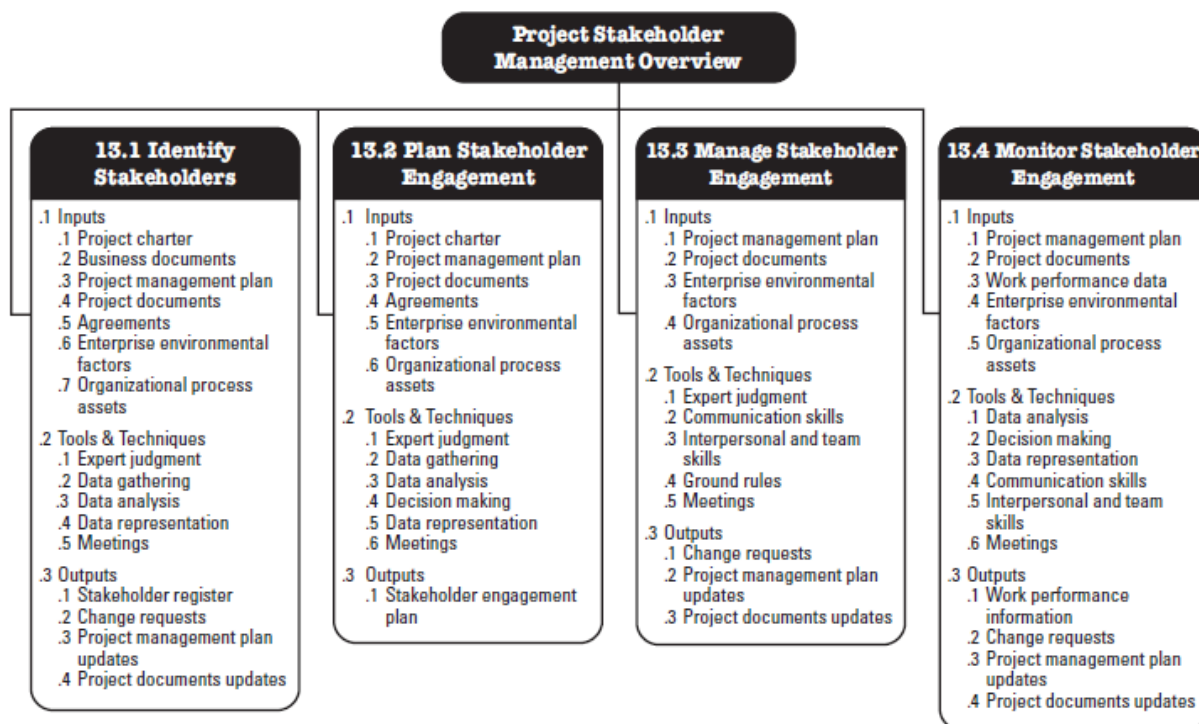
Figure 28. Project Stakeholder Management overview

Project stakeholder management comprises the processes identify stakeholders, plan stakeholder engagement, manage stakeholder engagement and monitor stakeholder engagement. These processes enable the project team to analyze and manage the stakeholder expectations, prepare strategies for stakeholder engagement and assess and manage the impact or influence of stakeholders on the project or how they might be impacted by the project.

Stakeholder management is an important component of UNFPA project and program management activities. UNFPA's role is to provide support to and foster development

of government entities and NGOs, through its projects. In order for programs and projects to be implemented efficiently in a culturally appropriate manner and to have an impact that will structurally change the lives of those included, constructive management of all involved stakeholders is essential. Fostering stakeholder diversity in numbers and type also creates the opportunity for sustainability of the project. When UNFPA is no longer involved in the project, the stakeholders should be able to continue the project activities.

Previously, the target groups of UNFPA projects were called beneficiaries. Developments around international relations and human rights, international and national focus on sustainable development and UNFPA's progressive agenda to stimulate active participation from the people it serves, have led to the organization classifying project beneficiaries as stakeholders. They are expected to have an active participatory role when it comes to the design of programs and projects co-organized by UNFPA, instead of a passive role that would mainly include the receipt of funds for a predetermined activity for which the target group was not consulted or a planned training without inclusion of local knowledge or expertise. Cultivating an active participatory role within the target group, breeds empowerment for self-sufficiency and self-development and further participation in important national decision-making bodies to be included in national strategies and action plans.

Chart 30. Roles and responsibilities project stakeholder management

Overview of functions	
Project RAPS	
Roles	**Responsibilities**
Project Manager (consultant)	Prepare stakeholder management plan. Conduct meeting with stakeholders to discuss requirements. Prepare stakeholder grids for stakeholder classification.
UNFPA Program Assistant	Assist project manager with preparation stakeholder management plan
UNFPA Procurement Officer	Ensure regular communications with stakeholder. Assist stakeholders with external communication documents and products. Assist with preparation of stakeholder

	engagement plan and monitor stakeholder engagement plan.
UNFPA Liaison officer	Establish and maintain contact with stakeholders. Introduce stakeholders to project team.

4.10.1. Identify Stakeholders

Identify Stakeholders is the process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success. The key benefit of this process is that it enables the project team to identify the appropriate focus for engagement of each stakeholder or group of stakeholders (PMBOK, 2017, p. 507).

UNFPA is a development agency, tasked with supporting governments, NGOs and CSOs in sustainable development initiatives. Projects and programs are mostly financially and technically supported by UNFPA, but implementation or execution of activities is done through implementing partners. Thus, stakeholders are a crucial factor in the programs or projects co-developed and co-implemented by the UNFPA.

The stakeholders or implementing partners (IP) will be assessed on their implementation, management, and reporting capacity. After finalization of the assessments, a letter of understanding and implementation partner agreements will be drawn up, these will differ for each implementing partner. The type and content of these agreements depend on the rating the implementation partner received after the assessment. The LOUs and agreement entail the level of responsibility an implementation partner will receive with regards to execution of the project, as well as the number of direct funds or if payment will be made by the UNFPA on behalf of the IP.

4.10.1.1. Inputs
- **Project charter:** the project charter will be utilized for review of the initially identified stakeholders in order to determine if these are still relevant and if other stakeholders need to be added to the list.

- **Benefits management plan:** to assess and analyze the expected tangible and intangible benefits for each stakeholder and to determine the baseline or formula to measure those benefits.

- **Communications management plan:** this component is important as it explains mode and frequency of communication with each stakeholder. It also reiterates the importance of communication with all stakeholders in order for the project to be successful.

- **Agreements:** these can be agreements based on national policies and regulations and structures, of which the outcome is that a certain organization or institute automatically becomes a stakeholder when the project covers a specific area or topic. In the case of project RAPS, the Medical Mission who is the only health care provider in the hinterland automatically becomes the stakeholder that will work in the communities in the hinterland.

- **Enterprise environmental factors and organizational process assets:** these include government and industry regulations, local trends and practices, governance framework and stakeholder register from previous similar projects. The inclusion of these factors is crucial for the stakeholder identification process of the project, as the project comprises the involvement of different cultural groups, with different social rules, such as the indigenous people living in Kabalebo.

4.9.1.1. Tools and techniques

- **Expert judgement:** expert judgement will be required from workers of the local health care facilities and local community organizations to assess the project activities in order to list potential stakeholders. Government policy advisors who are knowledgeable on the working relationships between international organizations, government institutions, and local communities will also be requested to provide expert opinions.

- **Data gathering:** in order to receive information on their needs from the direct stakeholders, simple questionnaires, surveys and focus group sessions will be

held. The requirements of the implementing partners will be collected through brainstorming sessions and the stakeholder requirements traceability matrix.

- **Data analysis:** a stakeholder analysis exercise will be done to assess the position of each stakeholder of the project. During the analysis, the interest, knowledge, impact and power will be assessed to determine the stakeholder position and to develop tools to manage the stakeholder efficiently.

- **Data representation:** the stakeholder's relationship to the project or project deliverables will be displayed in the stakeholder register. The project team will start developing the register and add information on stakeholders as the project progresses. The register will include the power, interest and influence each stakeholder has in the project, the impact the project might have on the stakeholders, the directions of influence, and the priority level of the stakeholders.

- **Meetings:** meetings will be held during the project planning phase with the project team and potential stakeholders, both separately and jointly, to analyze and assess potential stakeholders.

Chart 31. Stakeholder List

Stakeholder list			
Project RAPS			
Stakeholder	**Organization Type**	**Purpose of the partnership**	**Stakeholder function**
Ministry of Public Health	Government	Policy development, standard setting, capacity building	Joint planning, implementation, coordination and monitoring
Ministry of Education, Science and Culture	Government	Policy development, capacity building, awareness raising.	Joint implementation with MOPH, of the school-based SRH information and services; dialogues with parents and school-based organizations support for school enrolment of mentored girls
Ministry of Finance	Government	Policy development and resource allocation to health programs	Policy dialogue, prioritization
Ministry of Regional Development	Government	Support NGOs involved in the implementation of related community-level activities	Joint planning and monitoring, support for identification of cultural appropriate interventions and dialogue with regional and traditional authorities
Ministry of Sport Youth Affairs	Government	Support NGOs/youth associations involved in the implementation of out-of-school CSE including in Multi-Functional Community Centers, for the Adolescent Mothers Programme and in related community-level activities	Joint planning and monitoring, support for identification of coaches, trainers and girls to be supported in communities; support for mentored adolescent mothers to access social services and prevent and second unplanned pregnancy
Lobi Foundation	Non-governmental organization	Social mobilization for social and behavioral change; demand creation; girls' empowerment	Community-and school level interventions, to enhance adolescent girls and boys to make informed decisions about their SRH and increase demand for services
Medical Mission	Non-governmental organization	Service provision. Mobilization for SRH behavioral change; contraceptive demand creation; girls' empowerment in a culturally sensitive way and in the local languages	Health education and interventions, to enhance capacity of adolescent girls and boys to make informed decisions about their SRH and increase demand for services
Regional Health Services	Non-governmental organization	Service provision. Mobilization for SRH behavioral change; contraceptive demand creation; girls' empowerment in a culturally sensitive way and in the local languages	Health education and interventions, to enhance capacity of adolescent girls and boys to make informed decisions about their SRH and increase demand for services
Adolescent girls (aged 10-19) of Maroon and Indigenous descent			
Young people of maroon and indigenous descent			

Chart 32. Stakeholders power/interest grid

Sample chart	High interest	Low interest
High power	**Insert stakeholder name	**Insert stakeholder name
Low power	**Insert stakeholder name	**Insert stakeholder name

Chart 33. Stakeholders influence/impact grid

Sample chart	High impact	Low impact
High influence	**Insert stakeholder name	**Insert stakeholder name
Low influence	**Insert stakeholder name	**Insert stakeholder name

Chart 34. Stakeholder influence direction matrix

Sample Stakeholder influence direction matrix					
Project RAPS					
Stakeholder	Upward	Downward	Outward	Sideward	Management strategy

4.10.1.1. Outputs

- **Development of stakeholder register:** the stakeholder register will be developed with input from the matrix. This will provide an overview of all identified stakeholders, their power/influence over or on the project and other relevant information related to the stakeholder's relationship to the project.

- **Update of communications plan:** communications modality will be updated based on the identified stakeholders as well as additions to the tasks of the project team, as required for proper stakeholder facilitation.

- **Update of assumption log:** After the process of identifying the project stakeholders the assumption log will be updated to include the data of the stakeholder analysis. This will give the project manager a complete and comprehensive assumption log, allowing for thorough assumption analysis for dismissal or prioritizing an assumption.

Chart 35. Stakeholders register

Sample Stakeholders register						
Project RAPS						
ID	Stakeholder	Project area	Power/ interest	Influence/ interest	Influence direction	Comments

4.10.2. Plan Stakeholder Engagement

Plan Stakeholder Engagement is the process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project. The key benefit is that it provides an actionable plan to interact effectively with stakeholders (PMBOK, 2017, p. 516).

4.10.2.1. Inputs

- **Resource management plan and communications management plan:** in order to guide regular, structured and effective engagement with stakeholders, it needs to be clear for the project team and all the stakeholders who are responsible for certain tasks. This will accommodate the communication

process in a manner where stakeholders can directly address questions about a specific process to the responsible person. Depending on the stakeholders' relationship with the project, they may also need specific instructions regarding the frequency and mode of communication. For example, the Ministry of Education might be updated quarterly on the process of the project via official letters, whereas the RGD and the project team will have bi-weekly or monthly meetings to discuss the progress of the project.

- **Assumption log:** based on the responsibilities of the project team and the stakeholders related to the research, dismissal or acceleration of assumptions and constraints, the assumption log will be utilized as input for the stakeholder's engagement plan.
- **Project schedule:** depending on an activity deadline, a certain stakeholder may need to be engaged more often to review performance or to ensure follow up, completion or timely submission of change requests
- **Risk register:** risks need to be addressed when developing the stakeholder engagement plan as it may be beneficial to the project to assign a stakeholder the responsibility for risk mitigation or acceleration.
- **Enterprise environmental factors and operational process assets:** the EEFs and OPAs relevant for this component are related to the organizational culture of the project sponsor, the stakeholders and the local communities, geographic location of the projects and communication policies and tools. These elements will affect the type and mode of engagement with the stakeholders.

4.10.2.2. Tools and techniques

- **Expert judgement:** expert judgement will be required from individuals experienced with previous similar projects and knowledgeable about effective communication with and engagement of stakeholders with different organizational cultures.
- **Data analysis:** the stakeholders' reaction or reception to the project plan and related activities and the stakeholder's communication methodology will be

analyzed. This will help determine the most suitable mode of engagement for any specific stakeholder.

- **Data representation:** a stakeholder engagement matrix will be prepared to display the levels of engagement of each stakeholder at the beginning of the project planning phase and the required level for successful engagement of the stakeholder during project implementation, the frequency and mode of communications with each stakeholder and the individual or individuals responsible for engagement of that specific stakeholder.

4.10.2.3. Outputs

The output of the plan stakeholder engagement process is the stakeholder engagement plan. For project RAPS this will include the stakeholder register and the stakeholder engagement matrix.

Chart 36. Stakeholder Engagement Matrix

Sample Stakeholder Engagement Matrix					
Project RAPS					
ID	Stakeholder	Required level of engagement	Current level of engagement	Communication modality	Communication frequency

4.10.3.   Manage and Monitor Stakeholder Engagement

Manage Stakeholder Engagement is the process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement. The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders

(PMBOK, 2017, p. 523). It comprises activities that include managing stakeholder expectations, communicating with stakeholders regularly to discuss the progress of the project such as risk and scheduling or resource issues.

Monitor Stakeholder Engagement is the process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through modification of engagement strategies and plans. The key benefit of this process is that it maintains or increases the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes (PMBOK, 2017, p. 530).

Stakeholder management of this project and its related processes and components are the responsibility of the project manager. For managing and monitoring the stakeholder's engagement, the project manager will be assisted by the communications officer and the liaison officer. The liaison officer will assist with initiating new relationships with stakeholders unfamiliar with UNFPA's work and maintaining the relationships with stakeholders who have previously worked with UNFPA. The communications officer will also ensure timely updates and revisions of the stakeholder register and stakeholder engagement plan. Furthermore, the communication officer will also be responsible for maintaining regular communication with all stakeholders, the officer will be the focal point for the stakeholders and direct project-specific questions to the responsible team members, set up and document meetings, update and share communication strategies with all stakeholders.

The inputs, tools, and techniques required to manage and monitor stakeholder engagement for project RAPS include; the communications management plan, risk management plan, stakeholder engagement plan, stakeholder register, enterprise environmental factors, organizational process assets, expert judgement, communication skills, interpersonal and team skills, meetings.

5.   CONCLUSIONS

The United Nations Population Fund was established in 1969, as the UN agency working on population activities. Throughout the years it has developed numerous multilateral and national reproductive health programs, working on social development programs with the goal to create a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled. The achievement of this goal happens through cooperation with the national government, corporations, small communities, and NGOs and collaborating on sustainable projects that will be beneficial for the target population long after the project has ended. UNFPA also works on assisting the national government with the development and enhancement of their capacity when it comes to the provision and the access to SRH services and information. Capacity-building activities are conducted regularly to train and update the knowledge of health care workers, socials workers, religious leaders and other government staff. Through the years the organization has developed its own project management practices, focused on the tasks and activities that are required to fulfill its mandate. The organization has extensive policies and guidelines that direct various aspects of its work. However, in some cases, the projects still experience delays or an over-expenditure on budget. In some cases, the sustainability of the project is not guaranteed or jeopardized after several years.

This project management plan was created through the use of the analytical-synthetic and descriptive research method and the 6th edition of the PMBOK Guide (PMI, 2017). The project management plan is intended to provide the UNFPA the opportunity to identify which PMI best practices can be applied to UNFPA's project management processes, in order to serve its clients in the most efficient and effective way.

Relevant points stemming from this project management plan can be summarized as follows:

1. The creation and the approval of the project charter provide a clear, one-page, overview of the project. This can be very proficient and convenient for multi-year

projects, as it provides donors, high-level government workers, and staff working in UNFPA's regional offices or headquarters with a comprehensive one-pager that creates an immediate understanding of the project and its objectives. The creation of an integrated project management plan supports the organization's goal to implement projects effectively and cohesively. Applying change control mechanisms will also result in proper maintenance of project documentation for audit purposes. Project integration management equips the organization with tools to unify all aspects of its project management processes and supports the organization's mission to implement projects more efficiently, with less bureaucratic procedures while still properly documenting the organization's use of donor funds.

2. UNFPA does not implement projects as an independent entity. All projects are implemented in cooperation with national governments or NGOs. Furthermore, the projects are of a socio-economic development nature, meaning that there will be no direct tangible results but rather intangible results that will be visible over a period of time, such as improved quality of life. Due to this, project implementers can deviate from the project scope as they believe that a different path can still reach the intended results of the project. The collaborative development of the scope management plan can prevent the aforementioned from occurring. Through the analysis of data and the process of brainstorming, the UNFPA and the partner organization (either government or NGO) can determine the scope of the project and structurally set out the limitations, the acceptance criteria, and the requirements to reach the results within the scope.

3. Collaboratively developing a comprehensive scope management plan, will support the development of an equally effective project schedule. The projects and activities of the UNFPA require active participation and collaboration of the direct stakeholders, in order for the project to be completed within the agreed schedule. Collaboration between the UNFPA, the implementing partners and

the direct stakeholders will result in a realistic project management plan which is also supported by the beneficiaries.

4. UNFPA funding for a project all stems from generous donors who support the mandate and want to contribute towards the realization of UNFPA's mission and vision. In exchange for the donor funds, UNFPA only needs to manage the monies properly and structurally document the expenditure to justify them to the donors. A cost management plan, that demonstrates the dissemination and disbursement of these funds and creates a tool for documentation of the expenditures provides the organization with the requirements to report to the donors. The process, tools, and techniques of estimating the project's costs and determining the budget, also create a capacity-building opportunity for the partnering organization to garner sustainability of the project.

5. Ensuring and maintaining the quality of a project is a key success factor. The issue that UNFPA often faces with its project is that quality is not calculated in terms of tangible goods, but rather in terms of intangible products or services. Developing a structured quality management plan creates the opportunity for UNFPA to assess and determine the quality factors of its projects. Making use of the L-matrix is an innovative way to assess quality aspects of the project and also rank them according to their importance, as collaboratively determined by the stakeholders.

6. As mentioned in previous sections, UN organizations are focused on co-developing sustainable projects in order for governments and NGOs to gain the tools and capacity to continue these projects. The resource management plan is an adequate tool to reach this objective. While UNFPA already has many policies and tools in place to acquire, develop and retain skilled professionals, it is important for national governments and NGOs to also have these tools in place. The implementing partners can piggyback on the development process of these components and use them within their own organizations. Another aspect of the resource management plan that contributes to sustainability is that

the acquired personnel for the project gains knowledge and experience with the specific subject matter. The gained knowledge can be used during the implementation of other similar projects.

7. Communication is one of the factors for a successful project. Both communication of the team members or stakeholders within the project, as well as communication outside of the project, are of great importance. The communication management plan enhances the project communication techniques of the UNFPA. Communication charts, matrixes or other relevant documents can be adjusted as required and be used for other similar projects. Communicating the project objectives, activities and results are critical in order for the project to be supported by the public and for them to believe in the impact of the projected results. A communication plan that is developed through collaboration and cooperation supports the aforementioned.

8. The UNFPA has many policies and documents that highlight the risks of a particular process or function, however, due to the existence of many separate policies, the potential risks and the possible impacts and strategies are spread out over these numerous policies. The risk management plan is a great asset for this project. The risk management plan combines all the risks and response strategies relevant to the project into one plan and subsequently summarizes them into one single document. Every project has its risks and a complete overview of all the potential risks and the risk responses allow for the project manager and the project team to effectively and efficiently manage the risks of the project management activities, while the implementing partners are able to do the same with the project implementation activities.

9. Procurement and supply chain planning and management is a critical part of UNFPA's work. The organization follows the value for money, fairness and transparency principles and regularly works on the improvement and innovation of its procurement processes. The procurement management plan of this project

fulfills two functions. The first one is that it streamlines UNFPA's procurement processes with PMI best practices on procurement. The second function is that the implementing partners will gain knowledge on public procurement processes of commodities. For the sustainability of the project, they may be required to use these similar processes in the future. The procurement management plan also supports the timely and efficient planning of the procurement activities. Activities that can have an unpredictable outcome due to the dependency of suppliers or vendors outside the organization to deliver the goods in a timely manner or at least on the agreed-to delivery date, can be properly managed through the procurement management plan.

10. Stakeholder management is one of the most important aspects of project management for the UNFPA. UNFPA's objective when it comes to projects is to either serve (direct stakeholders) or assist (implementing partners) through the development and progress of projects. The stakeholder management plan identifies all relevant stakeholders and includes an engagement plan with these stakeholders to keep them informed about the project. Apart from that, the stakeholder management plan provides an overview of the project's stakeholders, their requirements, and influence or impact on the project. The support of stakeholders is a critical success factor for this project. The implementing partners need to support the project processes and work towards the completion of the project within the agreed-to budget and schedule while ensuring that the project implementation activities are also implemented accordingly.

6.   RECOMMENDATIONS

Developing a UNFPA project with the use of the good practices and guidelines as documented in the 6th edition PMBOK (Project Management Institute, 2017) has shown that even though UNFPA has a robust and though project management process, there is still room for innovation of these processes or for minor adjustments to make them more efficient and in some aspects less time-consuming.

The project management plan recommends the following to the project manager:

1. Acquire knowledge and familiarization of both UNFPA project process and the PMI good practices. This will aid in developing an integrated management plan that includes the PMI guidelines as well as UNFPA's organizational policies and guidelines. Doing so will foster an environment of innovation and collaboration and support UNFPA in its processes to perform more efficient and effective project management.

2. Monitor the project schedule closely. When developing the project management plan, take into account that the project implementation activities will be submitted quarterly or bi-yearly. This may result in activities being planned that cannot be completed during the required time period. In order to prevent that too many activities are completed late and for the project not to be completed within the approved schedule, the project manager should immerse his/herself with the project implementation activities for a better understanding and comprehensive guidance through planning and implementation of the activities.

3. Manage the internal project communications in a structured manner for effective results. The project team consists of individuals who are already employed and involved in other UNFPA projects. They are not solely dedicated to this project and apart from specific project-related functions, they still have their day-to-day operational tasks. Too much communication, as in too many emails about issues that do not matter to their project-related functions, fosters negligence and will create a habit of not checking emails about the project regularly. This can result

in missing important and critical communication and jeopardize the project's success.

4. Integrate sustainability in the project management work. Train relevant project staff in the use of quality assessment tools and techniques to enhance the quality of UNFPA projects.

5. Make use of the various personal and professional development tools UNFPA has available, to gain knowledge and experience, and to motivate and inspire the project consultants and the project team to do the same. Proper resource management includes the development of the team. This promotes capacity building of individuals within organizations and contributes towards sustainability of projects and initiatives. It also creates specific subject matter experts who will be able to provide technical support for future similar projects.

6. Risks can creep up. Maintain a diligent approach towards the monitoring of the risk management plan throughout the project, especially after the first year. Often when the project has been going well for a while, persons tend to become complacent and tend to work with less accuracy and proficiency. Regularly communicate the importance of project monitoring and risk management with the project team and the implementing partners, to prevent negligence due to complacency.

7. Procurement processes may take months to be completed. Especially in this case where contraceptives need to be procured from overseas, where numerous tests have to be done for the items to be cleared for transfer and another round of tests before they are cleared for receipt. Ensure that the procurement plan is completed and executed early into the project, in order for the contraceptives to arrive on time for the project to progress smoothly.

The project requires technical assistance from subject matter specialists. Technical assistance can be provided by UNFPA's SRH specialist and the UNFPA liaison officer. Both of the aforementioned persons are recommended the following:

8. Provide structured and expert guidance on the scope development process. Ensure effective collaboration between the project manager and stakeholders to develop a scope baseline that is not only accepted by UNFPA and the implementing partners but also leaves room for necessary changes. These can be adjustments in existing activities or adding ad-hoc activities that will be beneficial to the project, do not create cost issues, and do not expose the project to risks.

9. Facilitate effective stakeholder engagement for the project. The project manager is ultimately responsible for the stakeholder management and engagement plan. However, the UNFPA liaison officer already has a rapport with the stakeholders due to regular high-level advocacy and communication.

The implementing partners should facilitate effective and efficient cost management throughout the project to contribute to the completion of the project within the agreed schedule and budget. Taking the aforementioned into account the following is recommended to the project stakeholders:

10. The majority of the project budget is allocated for the project implementation activities, ensure timely and accurate reporting of the project funds. Timely reporting of project expenditures enables efficient monitoring of the project budget. It provides the project team the ability to determine the project progress through monitoring the Atlas ERP financial management system. If project expenditure isn't reported timely, it is most likely the case that activities have been delayed and so payments for these activities have not been disbursed. This may lead to under expenditure of the project funds as well as delays in the project schedule. Subsequently, if an implementing partner reports on the project expenditure well before the reporting deadlines, it may be a source of

concern as it may mean that too much money is being spent in a short amount of time, putting the two-year project budget at risk.

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8. APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
Date	**Project Name:**
1 January 2021	Project Management Plan for the Reduction of Adolescent Pregnancy in Suriname
Knowledge Areas / Processes	**Application Area (Sector / Activity)**
Knowledge areas: Project Integration Management Project Scope Management Project Schedule Management Project Cost Management Project Quality Management Project Resource Management Project Communications Management Project Risk Management Project Procurement Management Project Stakeholder management **Process groups:** Initiating, Planning and Monitoring	Sexual Health, Public Health and Well-Being, Gender Equality, Reduced Inequalities, Population Development.
Start date	**Finish date**
1 January 2021	31 December 2022

Project Objectives (general and specific)
General objective: To create a Project Management Plan for the project "Reducing Adolescent Pregnancy in Suriname" **Specific objectives:** 9.   To create a project integration management plan to ensure that all processes and activities of the project are identified and coordinated efficiently by developing the project charter to formalize the existence of the project and by developing the project management plan to coordinate all project plan components. 10. To create a scope management plan to ensure that the project includes all the work required, only the work required in order to complete the project per the agreed budget and schedule; 11. To develop a schedule management plan to manage the timely implementation and completion of the project; 12. To create a cost management plan for planning and managing budget allocation and expenditure in order to complete the project within the approved budget; 13. To create a quality management plan to identify the quality requirements of the various stakeholders of the project and to ensure that these are included during the implementation of the project; 14. To develop a resource management plan to identify, assign and manage all physical and human resources required to complete the project within the agreed schedule, budget and quality; 15. To develop a communications management plan to ensure effective communication amongst stakeholders and to effectively communicate project progress to general public; 16. To create a risk management plan to identify and manage the risks and impacts of the risks in order to complete the project per the agreed schedule, budget and quality; 17. To create a procurement management plan to acquire the products and services necessary for the implementation of the project; 18. To develop a stakeholder management plan to identify the direct and implementing partners, to properly manage stakeholder expectations and for effective stakeholder engagement.

Project purpose or justification (merit and expected results)

Globally, for girls, ages 15-19, the leading cause of death are complications during pregnancy and childbirth. Among other complications they face higher risks of eclampsia, prolonged labor and systemic infections than young women aged 20 to 24. On the other hand, millions of adolescent girls around the world put their lives at risk by undergoing unsafe abortions each year.

Early childbearing significantly reduces a young woman's ability to obtain an education, due to the fact that re- entering school after delivery is often very difficult as a result of both stigma and the challenges of combining school with motherhood. Early childbearing also disrupts school and girls' social connections. Including those with mentoring adults and peers who can provide referrals or links to relevant information and institutions. It has also shown that most adolescent mothers work in the informal sector, perform unpaid economic activity in the home, or serve as low-paid domestic laborers.

In Suriname the adolescent fertility rates are influenced by socio-economic factors; the adolescent fertility rate is higher among those with lower educational levels, living in rural and interior areas, the poorest and is relatively higher among Amerindian and Maroon women. Addressing barriers that prevent the making of informed decisions and the access to quality comprehensive adolescent sexual and reproductive health (ASRH) information and services is a priority of the Government of Suriname, in order to fight poverty and inequality as well as potential negative health outcomes for girls and new-borns. The expected benefit of this project is that adolescent girls in the four selected resorts will have access to comprehensive sexual and reproductive health information and services and that these girls will feel empowered to make well informed choices that will impact their future positively.

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

A Project Management Plan for the project "Reducing Adolescent Pregnancy in Suriname". The project management plan will include the 10 knowledge areas of project management.

Assumptions

- Schedule: the project deliverables will be completed on time.
- Resources: the project team will be able to procure the necessary project resources timely.
- Cost: the project costs will not exceed the approved budget.
- Risks: project risks and impact of the risks will be mitigated successfully
- Stakeholders: all project stakeholders will be in consensus of the project strategy and management at the time of project initiation.
- Stakeholders: the project beneficiaries will be receptive of the project and the implementation approach

Constraints

- Resources: the type of expertise required for the implementation of the project; language barriers, experienced personnel or consultants, number of available personnel
- Schedule: logistical issues to travel to travel to 1 or 2 resources might cause delay in the project schedule
- Stakeholders: stakeholders have diverse quality requirements, making the development of the project management plan challenge

Preliminary risks

- If flooding of the target areas occurs during multiple stages of the project, it might become hard to travel to some of the selected resorts, which will result in delay of the project schedule
- If social norms and cultural factors are, the communities might resist the required (behavioral) change necessary for the success of the project. This will result in a failed project.
- If project stakeholders do not coordinate effectively and efficiently, the project will be implemented in a chaotic manner, which will result in project delays, duplication of efforts or non-execution of a project activity.
- If COVID-19 infections increase and stringent measures are enforced, the project team will not be able to properly implement the project, resulting in project delays.

Budget

The estimated budget for this two-year project $ 876,757.00

	Year 1	Year 2	Total
Outcome 1	$ 279,828.00	$ 217,954.00	$ 497,782.00

Outcome 2	$ 144,010.00	$ 132,050.00	$ 276,060.00
Operational costs	$ 17,922.00	$ 18,922.00	$ 36,844.00
Agency Implementation costs (UNFPA, 5%)	$ 22,088.00	$ 18,446.00	$ 40,534.00
UNDPs General Management Support rate (3%)	$ 13,915.00	$ 11,621.00	$ 25,537.00
Final Total Estimated Budget			$ 876,757.00

Milestones and dates

Milestone	Start date	End date
Project charter	26 October 2020	30 October 2020
WBS	26 October 2020	30 October 2020
Chapter I. Introduction	2 November 2020	6 November 2020
Chapter II. Theoretical Framework	9 November 2020	13 November 2020
Chapter III. Methodological Framework	16 November 2020	20 November 2020
Annexes	2 November 2020	20 November 2020

Relevant historical information

The United Nations Population Fund (UNFPA) is the United Nations sexual and reproductive health agency. Its mission is to deliver a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled. The organization was created in 1969. In 2018, UNFPA has launched efforts to achieve three transformative results: zero preventable maternal death, zero gender-based violence and zero unmet need for family planning. While UNFPA Suriname mostly works on the policy level, there are a few projects which are being requested by and implemented through the government and related entities. The project "Reducing adolescent pregnancy in Suriname" is developed on request and with collaboration of the government of Suriname, as ensuring that adolescent is able to make informed decisions and have access to quality comprehensive adolescent sexual and reproductive health (ASRH) information and services are a priority in the fight against poverty and inequality.

Stakeholders

Direct stakeholders:
- Adolescent girls (aged 10-19) of Maroon and Indigenous descent
- Young people of maroon and indigenous descent

Implementing partners:
- Community & village leaders
- Ministry of Public Health
- Ministry of Education, Science & Culture
- Ministry of Labor, Employment Opportunity & Youth Affairs
- Ministry of Regional Development & Sports Ministry of Finance
- Lobi Health Center Foundation
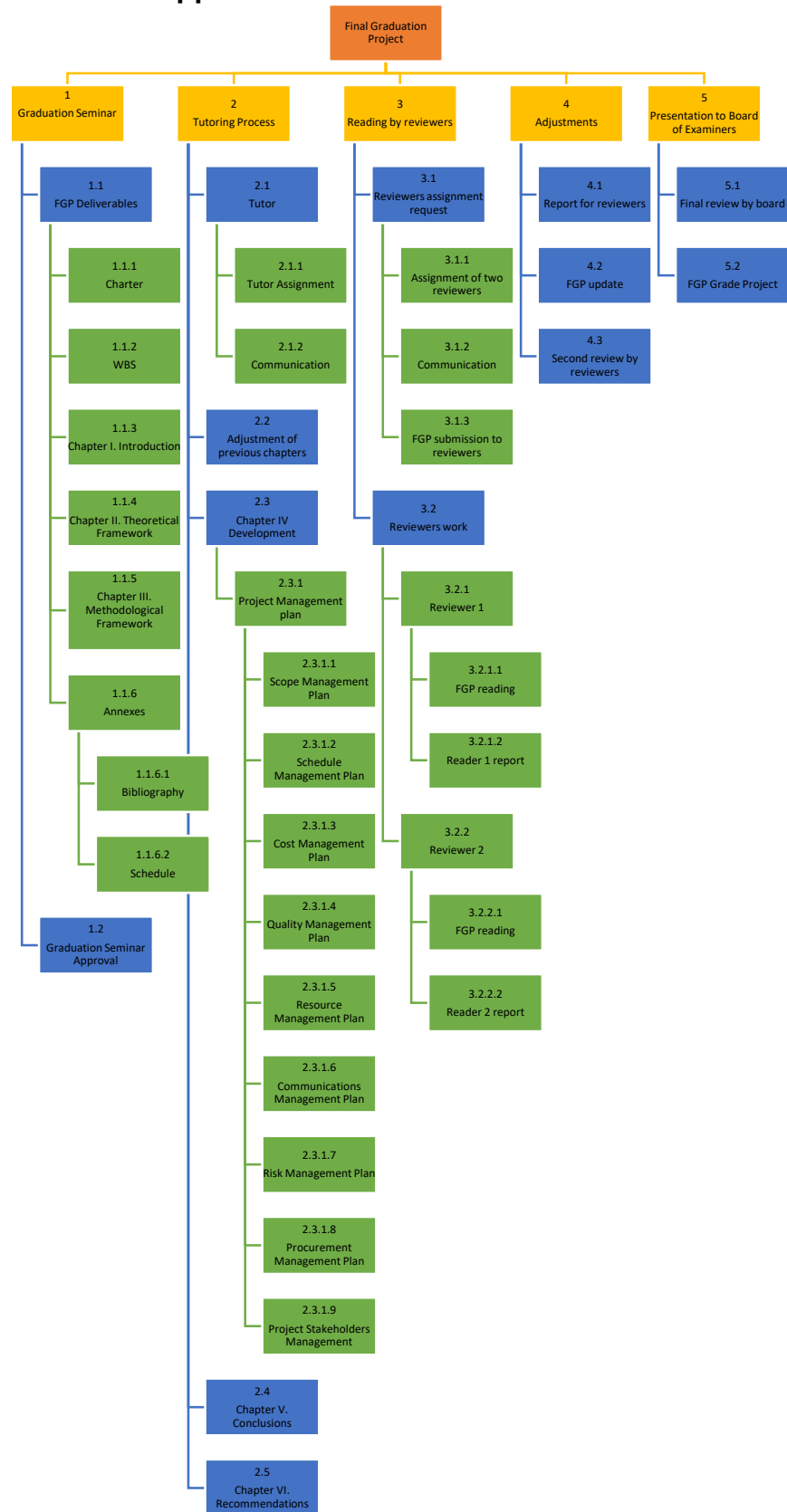- Medical Mission
- Regional Health Services

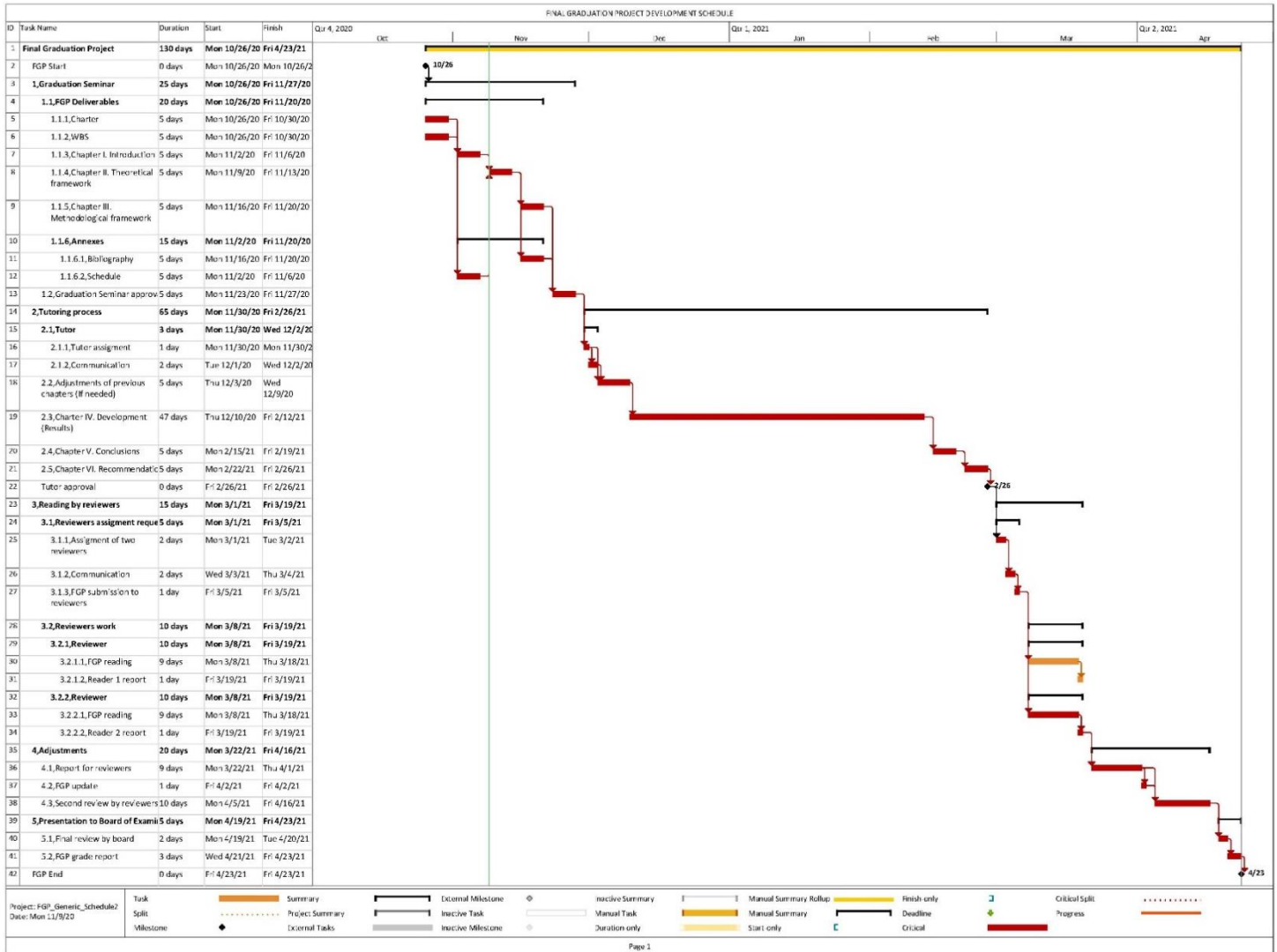|	
Project Manager: **Fezara Fraenk**	**Signature:**
Authorized by:	**Signature:**

Appendix 2: FGP WBS

Appendix 3: FGP Schedule

Appendix 4: Proofreading letter

LETTER OF PROOFREADING
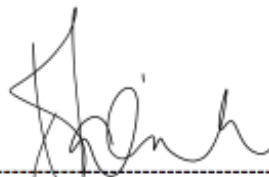
THIS IS TO ACKNOWLEDGE THAT THE THESIS ENTITLED

PROJECT MANAGEMENT PLAN FOR THE REDUCTION OF ADOLESCENT PREGNANCY IN SURINAME

WRITTEN BY

FEZARA FRAENK

HAS BEEN PROOFREAD AND RETURNED TO THE CUSTOMER ON

MAY 24, 2021

VANITY JALINK

CEO

PROOFREADERS & GRAMMAR NERDS N.V.