

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE ORGANIZATION OF AN ANTI-
MONEY LAUNDERING (AML)/ COUNTER-FINANCING OF TERRORISM
(CFT), ANTI-FRAUD & FINANCIAL CRIMES CONFERENCE IN BELIZE
PROJECT

ARLETTE MARIE ARANA

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

BELIZE CITY, BELIZE

NOVEMBER 2020

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

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

Maria Fernanda Ibarra
TUTOR

Eneida Góngora
REVIEWER No.1

Carlos Castro
REVIEWER No.2

Arlette Marie Arana
STUDENT

DEDICATION

I unreservedly dedicate this dissertation to my Heavenly Father who has granted me the strength, knowledge, wisdom, understanding, and peace of mind to persevere throughout this project.

To my partner Paul, who has been my source of motivation when I thought of giving up, and who continuously provided moral, spiritual, emotional, and financial support.

To my mother who has been my greatest inspiration, having taught me the value of hard work and tenacity. A special feeling of gratitude to my son Franz, my daughter Tori, and my cousin Carol, thank you for the encouragement and for always being there.

Lastly, I dedicate this dissertation to my church family for their unrelenting prayers, which have sustained me thus far - I will forever be grateful and thankful.

ACKNOWLEDGMENTS

Undertaking this Master Degree in Project Management has been a life-changing experience for me and it would not have been possible to achieve such a feat without the support and guidance received from several individuals.

Firstly, I wish to acknowledge and thank my tutor Ms. Maria Fernanda Ibarra for providing invaluable guidance and assistance at every stage of this project. Her insightful feedback, suggestions, and comments have aided in perfecting the finished product.

Special thanks to Ms. Gabriela Zúñiga for her swift responses to my queries. Thanks also to the other administrative staff of the University for International Cooperation (UCI) and the professors of the MPM program for their assistance and contribution from the beginning to the end of my journey.

I extend my sincere thanks and appreciation to the Organization of American States (OAS), for the financial backing in the form of a scholarship that enabled me to pursue this degree.

ABSTRACT

Money laundering and terrorist financing activities can severely impair the integrity of a country's financial sector. Consequently, to circumvent the direct repercussions, financial institutions and other industry players in Belize should be equipped with sound knowledge and understanding of the new developments of these 'financial plagues', industry best practices, and the approach needed for compliance and enforcement. Events geared at developing capacity within the varied sectors to address financial crimes are excellent information sharing vehicles. Accordingly, the objective of this document is to develop a project management plan for the organization and hosting of an annual AML/CFT, Anti-Fraud and Financial Crimes Conference in Belize, which will aid in the education, and re-education of professionals regarding AML/CFT policies. The final product of this project consists of a document with a project management plan for the organization and hosting of an annual AML/CFT, Anti-Fraud, and Financial Crimes Conference in Belize. This plan comprises of the final deliverables of the project that correspond to the subsidiary management plans: scope, schedule, cost, quality, resources, communications, risks, procurement, and stakeholder management plans. Each subsidiary plan will contain the processes, procedures, and tools necessary to manage the project in a structured and appropriate way. To carry out this development, analytical and qualitative approaches, bolstered by the PMBOK® Guide - Sixth Edition are used.

A sample of one hundred responses has been collected from several players within the financial service sector in Belize such as banking, law enforcement, and designated non-financial businesses and professions (DNFBP) to determine the extent of the need to organize and host an AML/CFT conference. The findings revealed that there is a pressing need for increased awareness, education and re-education of industry players. This was primarily due to: a lack of understanding of the consequences of non-compliance with FATCA regulations; the different vehicles used to facilitate money laundering were unknown; there is an imperative need to incorporate effective compliance in both the public and private sectors and it is necessary to assess how new regulations were impacting everyday business. Conclusively, it is very important to plan a comprehensive conference to address all the areas of deficiencies and to meet the immediate needs of the different players in Belize's financial services sector.

Key Words: *Belize, Anti-Money Laundering (AML), Counter-Financing of Terrorism, Event Planning and Management, Project Management*

INDEX OF CONTENTS

| | |
|---|-----|
| APPROVAL PAGE | ii |
| DEDICATION | iii |
| ACKNOWLEDGMENTS | iv |
| ABSTRACT | v |
| INDEX OF CONTENTS | vi |
| INDEX OF FIGURES | vii |
| INDEX OF CHARTS | |
| ABBREVIATIONS AND ACRONYMS | ix |
| EXECUTIVE SUMMARY | x |
| 1 INTRODUCTION..... | 1 |
| 1.1. Background..... | 1 |
| 1.2. Statement of the problem..... | 2 |
| 1.3. Purpose..... | 4 |
| 1.4. General objective | 5 |
| 1.5. Specific objectives | 5 |
| 2 THEORETICAL FRAMEWORK | 7 |
| 2.1. Company/Enterprise Framework..... | 7 |
| 2.2. Project Management Concepts: | 13 |
| 2.3. Other applicable theory/concepts related to the project topic and context .. | 23 |
| 3 METHODOLOGICAL FRAMEWORK..... | 23 |
| 3.1. Information sources | 23 |
| 3.2. Research methods | 27 |
| 3.3. Tools | 32 |
| 3.4. Assumptions and constraints | 35 |
| 3.5. Deliverables | 37 |
| 4 RESULTS – PROJECT MANAGEMENT PLANS..... | 39 |
| 4.1. PROJECT INTEGRATION MANAGEMENT..... | 39 |
| 4.2. SCOPE MANAGEMENT PLAN..... | 50 |
| 4.3. SCHEDULE MANAGEMENT PLAN | 64 |
| 4.4. COST MANAGEMENT PLAN | 82 |
| 4.5. QUALITY MANAGEMENT PLAN: | 88 |
| 4.6. HUMAN RESOURCE MANAGEMENT PLAN | 98 |
| 4.7. STAKEHOLDER MANAGEMENT PLAN | 104 |
| 4.8. COMMUNICATIONS MANAGEMENT PLAN | 114 |
| 4.9. RISK MANAGEMENT PLAN | 122 |
| 4.10. PROCUREMENT MANAGEMENT PLAN | 130 |
| CONCLUSIONS..... | 136 |
| RECOMMENDATIONS | 140 |
| BIBLIOGRAPHY | 141 |
| APPENDICES..... | 147 |
| Appendix 1: FGP Charter | 147 |
| Appendix 2: FGP WBS..... | 150 |
| Appendix 3: FGP Schedule..... | 151 |

| | |
|---|-----|
| Appendix 4: Change Control Procedures | 154 |
| Appendix 5: Call For Papers | 160 |
| Appendix 6: Revision Dictum | 165 |
| Appendix 7: Linguist Credentials | 166 |

INDEX OF FIGURES

| | |
|--|-----|
| Figure 1: <i>FGP Distinct expected benefits</i> | 5 |
| Figure 2: <i>Polished Events Inc's Logo (Source: Arana, 2020)</i> | 10 |
| Figure 3: <i>Polished Events Inc's Organizational Structure (Source: Arana, 2020)</i> .. | 12 |
| Figure 4: <i>Polished Events Inc's Service List (Source: Arana, 2020)</i> | 13 |
| Figure 5: <i>Project Management's Processes, Process Groups and Knowledge Areas (Source: Arana, 2020)</i> | 15 |
| Figure 6: <i>Interrelationship of PMBOK® Guide Key Components in Projects (Source: PMBOK® Guide – sixth edition, pg. 18)</i> | 16 |
| Figure 7: <i>Typical Process flow of Inputs, Tools & Techniques and Outputs (Source: Arana, 2020)</i> | 17 |
| Figure 8: <i>Process Groups of Project Management (Source: PMBOK® Guide – sixth edition, pg. 23)</i> | 18 |
| Figure 9: <i>Pictorial View of PMI's Ten Knowledge Areas (Source: PMBOK® Guide – sixth edition, pg. 25)</i> | 19 |
| Figure 10: <i>Project Scope Management Processes (Source: PMBOK® Guide - Sixth Edition, pg. 129)</i> | 51 |
| Figure 11: <i>Work Breakdown structure (Source: Arana, 2021)</i> | 58 |
| Figure 12: <i>AML/CFT, Anti Fraud & Financial Crimes Conference Project Schedule (Source: Arana, 2021)</i> | 79 |
| Figure 13: <i>Power/Interest Classification Grid (Source: Arana, 2021)</i> | 111 |
| Figure 14: <i>Impact and Probability Matrix (Source: Arana, 2021)</i> | 127 |
| Figure 15: <i>Impact and Probability Calculation Results (Source: Arana, 2021)</i> | 128 |

INDEX OF CHARTS

| | |
|--|-----|
| Chart 1: Information Sources (Source: Arana, 2020) | 26 |
| Chart 2: Research Methods (Source: Arana, 2020) | 30 |
| Chart 3: Tools Utilized in the FGP (Source: Arana, 2020)..... | 33 |
| Chart 4: Assumptions and Constraints (Source: Arana, 2020)..... | 36 |
| Chart 5: Deliverables (Source: Arana, 2020) | 37 |
| Chart 6: Project Stakeholders List (Source: Arana, 2021)..... | 41 |
| Chart 7: Product Deliverables (Source: Arana, 2021) | 46 |
| Chart 8: Schedule Milestone (Source: Arana, 2021) | 49 |
| Chart 9: Scope Management Plan Roles and Responsibilities (Source: Arana, 2021)..... | 53 |
| Chart 10: WBS Dictionary (Source: Arana, 2021) | 59 |
| Chart 11: Roles and Responsibilities (Source: Arana, 2021) | 65 |
| Chart 12: Activity List (Source: Arana, 2021) | 68 |
| Chart 13: Project Schedule Milestones (Source: Arana, 2021) | 70 |
| Chart 14: Activity Sequencing (Source: Arana, 2021) | 70 |
| Chart 15: Estimate Resources and Activity Duration (Source: Arana, 2021) | 75 |
| Chart 16: Project Budget (Source: Arana, 2021)..... | 87 |
| Chart 17: Quality Metrics for the Project (Source: Arana, 2021) | 91 |
| Chart 18: Quality Control Standards (Source: Arana, 2021) | 92 |
| Chart 19: Roles and Responsibilities | 95 |
| Chart 20: Human Resources Roles and Responsibilities (Source: Arana, 2021) | 99 |
| Chart 21: Responsibility Assignment Matrix (Source: Arana, 2021)..... | 100 |
| Chart 22: Stakeholder Register Matrix (Source: Arana, 2021) | 107 |
| Chart 23: Stakeholder Classification Analysis (Source: Arana, 2021)..... | 111 |
| Chart 24: Stakeholder Engagement Assessment Matrix Template (Source, Arana: 2021) | 112 |
| Chart 25: Project Team Directory (Source: Arana, 2021)..... | 116 |
| Chart 26: Communication Martix (Source: Arana 2021)..... | 118 |
| Chart 27: Communication Standards (Source: Arana, 2021) | 121 |
| Chart 28: Risk Breakdown Structure (Source: Arana, 2021)..... | 124 |
| Chart 29: Risk Register (Source: Arana, 2021)..... | 129 |
| Chart 30:General Items and Services (Source: Arana, 2021) | 131 |

ABBREVIATIONS AND ACRONYMS

| | | |
|---------------|---|--|
| AML | - | Anti – Money Laundering |
| CFT | - | Counter Financing of Terrorism |
| DNFBP | - | Designated Non-Financial Businesses and Professions |
| FATCA | - | Foreign Account Tax Compliance Act |
| FGP | - | Final Graduation Project |
| GOB | - | Government of Belize |
| INCSR | - | International Narcotics Control Strategy Report |
| LAC | - | Latin America & Caribbean |
| MPM | - | Master in Project Management |
| PMBOK® | - | Project Management Body of Knowledge |
| PMI | - | Project Management Institute |
| UCI | - | Universidad para la Cooperación Internacional |

EXECUTIVE SUMMARY

For more than 20 years, events oriented towards edifying professionals in the financial service industry have been offering an opportunity to collaborate, gain insight, and to connect with similar regional and international communities. In response to the increased need to outsource event-planning services, Polished Events Inc. was established in 2019. Since then, the company has organized several corporate and private events with much success. As countries in the Caribbean and the wider Latin America and Caribbean (LAC) region become targets and are singled out as major money-laundering states for the proceeds of narcotics trafficking, regional governments have been compelled to augment its anti-money laundering efforts.

A survey conducted by Polished Events Inc. confirmed the need for transformation of the AML and CFT sphere in Belize and the wider Latin America and Caribbean (LAC) region. The need for increased AML/CFT awareness among industry professionals was also established. This fueled Polished Events Inc's decision to organize and host an annual AML/CFT, Anti-Fraud, and Financial Crimes Conference in Belize.

The objective and overarching benefit of this FGP was the establishment of a project management plan based on PMI's Project Management principles for the organization of an annual AML/ CFT, Anti-Fraud, and Financial Crimes Conference in Belize. It will provide participants with eye-opening experiences keynote address, panel discussions, breakout sessions, roundtable talks, networking, and team-building activities, workshops, and motivational speeches.

This project will serve as a model for effective planning, resource deployment, and continuous success for Polished Events Inc. There were ten (10) specific objectives. The first objective was to create a project charter to formally authorize the project and to provide the project manager with the authority to apply organizational resources to the project and produce the project management plan. The second and third objectives looked at creating a scope management plan to ensure that all required work was completed and a schedule management plan to ensure that the project was finished on time. The fourth and fifth specific objectives focused on the development of a cost management plan to ensure that the project was executed within budget and the creation of a quality management plan to ensure sponsor requirements and project deliverables were produced. The sixth, seventh, and eight specific objectives comprised of the development of a resource management plan so that the demands of the project were met; a communications management plan to ensure that all stakeholders were provided with information on the status of the project and a risk management plan to ensure that all risks were identified documented and planned for. The final two objectives addressed the

development of a procurement management plan to ensure that the make-or-buy analysis was conducted, and procurement needs were identified, and to create a stakeholders management plan to ensure that all participants affected by the project were identified.

To achieve these objectives, analytical and qualitative research methods were used to analyze and collect information during the project. Interviews were the primary tool used to collect the information needed for the project. The project primarily utilized unstructured interviews, to gather information and insights on how to organize and host an annual Anti-Money Laundering (AML) and Counter-Financing of Terrorism (CFT) Conference. Professionals from the event planning and financial industries were the primary participants of the interviews.

The development of the project management plan and its subsidiary documents for the organization and hosting of an annual AML/ CFT, Anti-Fraud, and Financial Crimes Conference in Belize was guided by PMI's Project Management principles as documented in PMBOK® Guide 6th Edition. Each subsidiary document was developed through careful elaboration and integration of event management principles and project management processes. Each subsidiary document was used to improve the project team's ability to manage the initiation, planning, executing, monitoring and controlling, and closing processes of the project. Thus, the plan will be used as a stepping-stone for excellence and reference guide for evaluating the success of this conference and other future events organized and hosted by Polished Events Inc.

This plan aids in ensuring the objectives of the project were completed on time and within budget. It identifies the project scope and requirements, stakeholders, their roles and responsibilities. It also describes communication requirements, quality specifications, and change control processes to be adopted throughout the project. Additionally, it describes the processes for the identification and mitigation of all potential risks associated with the project.

To ensure Polished Events Inc. remains a relevant player in the Event Planning Industry, it is recommended that the organization adhere to current PMI's project management principles, and ensure each team member is properly and adequately trained on these. It is also recommended that a central repository for the storage of all project documents is established and that lessons learned from this event and similar events are evaluated and the findings are used to establish mitigation measures to avoid reoccurrence.

1 INTRODUCTION

1.1. Background

Event planning is the process of managing a project such as a meeting, convention, tradeshow, ceremony, team building activity, party, or convention. (International Institute for Event Management, n.d.). It includes budgeting, establishing timelines, selecting and reserving event sites, acquiring permits, planning food, coordinating transportation, developing a theme, arranging for activities, selecting speakers and keynotes, arranging for equipment and facilities, managing risks, and developing contingency plans. (International Institute for Event Management, n.d.).

Events geared towards educating professionals in the financial service industry have been offering an opportunity to interact with peers, gain insight from industry leaders facing similar challenges, and connect with the regional community inclusive of North America for over 20 years now. The author, being a retired banker and having had to travel to other Caribbean islands and North America to attend similar events, was convicted to conduct a survey and study for the hosting of a financial conference in Belize. This was the springboard for the establishment of an event planning business.

Polished Events Inc., established in 2019, is a full-service professional event planning company that specializes in **corporate** (fundraisers, awards ceremonies, conferences, and grand openings) and **private** (weddings, birthday parties, house warming parties, baby showers, and gender reveals) events. The Belize-based company's main shareholders are Arlette Arana and Tori Moguel who both hold equal amounts of shares in the company. Arlette and Tori are actively involved in the daily management of the business. As support, Polished Events Inc. has one (1) other full-time staff member who works closely with the shareholders in the management of the business, and three (3) part-time staff members with primary responsibilities of marketing and advertising initiatives, accounting, operations, and technology and equipment.

Being a relatively new business, Polished Events Inc. has only organized and executed a few events thus far. To successfully and strategically position the business, this FGP will enable the development of a model for the organization and hosting of similar future events. The main objective of this FGP is to develop a project management plan based on PMI's Project Management principles for the organization of an annual AML/ CFT, Anti-Fraud, and Financial Crimes Conference in Belize. This will further ensure that the company remains relevant and successful in its efforts to be a leader in a new and dynamic market that is poised for growth.

1.2. Statement of the problem

There is an absolute need to transform the AML and CFT sphere in Belize and the wider Latin America and Caribbean (LAC) region. The 2016 International Narcotics Control Strategy Report (INCSR) listed Belize, along with 13 other Caribbean nations, as being a major money-laundering state for the proceeds of narcotics trafficking (Bureau for International Narcotics and Law, 2016). According to one estimate, up to \$50 billion from the sale of narcotics, out of an annual world total of \$500 billion, is laundered through the Caribbean. By depositing the money into offshore financial institutions where no questions are asked, the origin of the money is hidden (Maynard, n.d.). As a means to obliterate these criminal activities, the US Federal Law implemented the Foreign Account Tax Compliance Act (FATCA), for global adherence by all financial institutions. A decision to challenge or not cooperate poses many serious implications to financial institutions (loss of correspondent banking relationships) and the jurisdiction (blacklisted or labeled as non-cooperative). This threat to the banking and non-deposit taking sectors in the region has compelled the Government of Belize (GOB) to boost its anti-money laundering efforts.

Taken that an annual AML/CFT conference has never been hosted in the country of Belize, Polished Events Inc. quickly recognized the opportunity

presented to be a major player in the education and re-education of professionals regarding AML/CFT policies, and by extension, to aid Belize and other countries in the region in the restoration of their good reputation in the eyes of INCRS. Thus, the organization strategically positioned itself in the industry to be known as the leader in event planning. As such, the company surveyed one hundred (100) respondents within several sectors in Belize such as banking, law enforcement and designated non-financial businesses, and professions (DNFBP) to determine the extent of the need to host an AML/CFT conference in Belize. An analysis of the findings from this survey revealed that:

- The concept of FATCA and what it entails were misunderstood.
- There was a lack of understanding of the consequences of non-compliance with FATCA.
- The different vehicles used to facilitate money laundering were unknown.
- There is a need to incorporate effective compliance in both the public and private sectors.
- It was necessary to assess how new regulations were influencing everyday business.

In that regard, upon assessing the findings of the sample, the Polished Events Inc. team decided that, there was an imperative need to host a conference in Belize, which provided pragmatic, cutting-edge, and highly relevant information for executing and/or administering AML/CFT/FCP procedures. With project management holding the standard for producing successful projects, the act of transforming the AML and CFT sphere in Belize can be undertaken as a project in order to yield success in restoring the reputation of Belize in a timely manner. It will also assist in developing practicable frameworks to identify the origin of deposits and thus implement mitigating measures.

1.3. Purpose

Belize's first annual AML/CFT, Anti-Fraud & Financial Crimes Conference is an immediate response to a growing need for AML/CFT compliance among banking, law enforcement, and designated non-financial businesses and professions (DNFBP) in the country. It will be a flagship event where attendees will be able to network, establish business partnerships, and discuss current and emerging trends in the AML and Financial crime space. The conference will provide participants with the following eye-opening experiences: keynote addresses, panel discussions, breakout sessions, roundtable talks, networking, and team-building activities, workshops, and motivational speeches.

The purpose of this FGP is to formally document the necessary information for planning an event and amalgamate them with PMI's fundamental principles, case in point, the ten (10) knowledge areas, five (5) process groups, and the forty-nine (49) processes as outlined in *PMBOK®* Guide Sixth Edition. The overarching benefit is the establishment of a step-by-step guide inclusive of all the requirements needed for effective planning, resource deployment, and guaranteed continuous success of the business. This model will ensure the successful implementation and execution of the AML/CFT conference, and future events. Other expected and distinct benefits to be gained from this FGP includes:

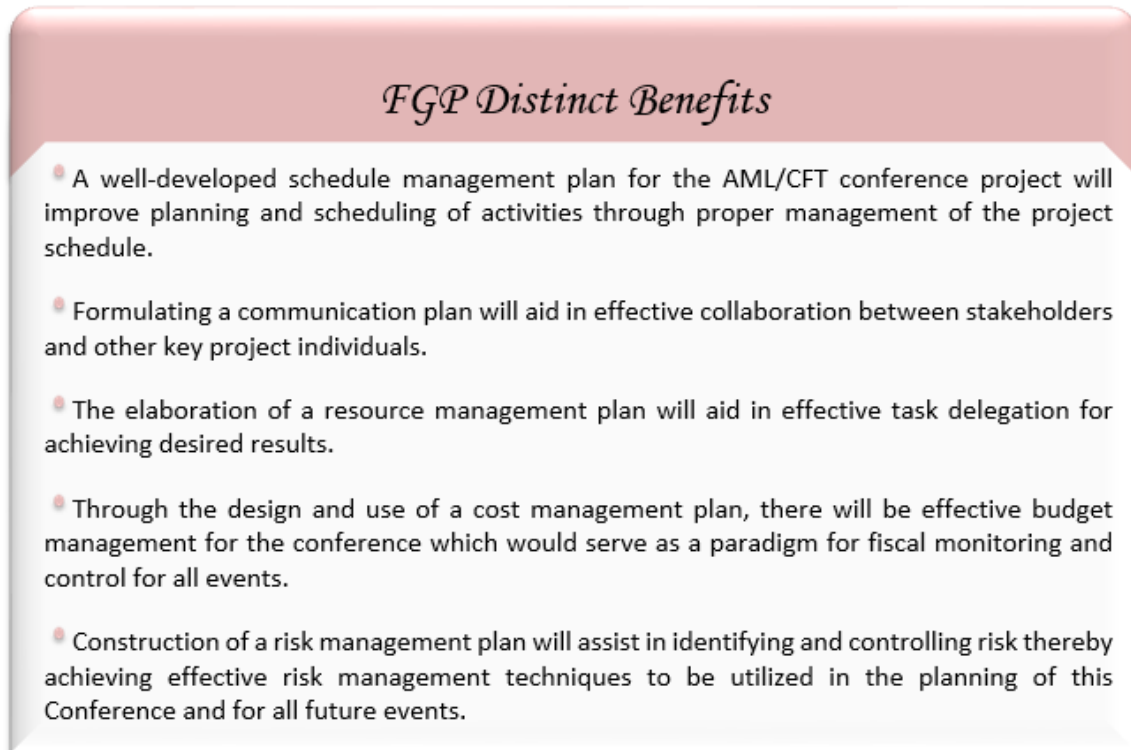


Figure 1: *FGP Distinct expected benefits*

1.4. General objective

The general objective is to develop a project management plan based on PMI's Project Management principles for the organization and hosting of an annual AML/CFT, Anti-Fraud, and Financial Crimes Conference in Belize. This project will serve as a model for effective planning, resource deployment, and continuous success for Polished Events Inc.

1.5. Specific objectives

1. To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project and to produce the project management plan

2. To create a Scope Management Plan to ensure that all required work is completed.
3. To create a Schedule Management Plan to ensure that the project is finished on time.
4. To develop a Cost Management Plan to ensure that the project is executed within budget.
5. To create a Quality Management Plan to ensure sponsor requirements and project deliverables are produced.
6. To create a Human Resource Management Plan so that the team can meet the demands of the project.
7. To develop a Communication Management Plan to ensure that all stakeholders are provided with information on the status of the project.
8. To create a Risk Management Plan to ensure that all risks are identified, documented, and planned for.
9. To develop a Procurement Management Plan to ensure that the make-or-buy analysis is conducted and procurement needs are identified.
10. To create a Stakeholders Management Plan to ensure that all participants affected by the project are identified.

2 THEORETICAL FRAMEWORK

2.1. Company/Enterprise Framework

Invariably, businesses have distinct purposes, structure, and goals; however, they also are very similar, in that, they all aim to be successful. The adaptation of a framework will enable an organization to realize success. A framework generally refers to a blueprint or the mandate of an organization's operating strategies. It institutes consistency and standards, that are aligned with the business' mission and corporate values. Companies may use its organizational framework to make substantiated decisions, which can reduce disparities between the current and desired business state. Consequently, the framework encompasses the following:

- Company Background
- Mission and Vision Statements
- Company Slogan
- Company Logo
- Core Values
- Organizational Structure
- Services Offered

In this respect, the FGP author aims to highlight Polished Events Inc.'s business framework and will aim to relate these by showing how the Final Graduation Project will enhance the business in its future initiatives to organize and host events.

2.1.1 Company/Enterprise background

Polished Events Inc., established in 2019, is a full-service professional event planning company that specializes in **corporate** (fundraisers, awards ceremonies, conferences, and grand openings) and **private** (weddings, birthday

parties, house warming parties, baby showers, and gender reveals) events. Coupled with the increased need for event planning services in Belize, the idea for establishing the company was born from the apparent opportunity for success in the industry.

Since opening its doors to the public in August 2019, the Belize-based company has been steadily increasing its customer portfolio through the offering of memorable, personalized, and creative event planning services to the Belizean populace. Polished Events Inc. is committed to building firm and long-lasting relationships with its customers. Consequently, one of their mandates is to assist all existing and potential clients in understanding and appreciating the memorable and priceless value to be derived via outsourcing the planning of the most important events of their lives.

The annual AML/CFT conference will be the first of its kind, and most intricate event Polished Events Inc. has had to organize and host. To successfully complete this annual AML/CFT conference and in anticipation that the company will be organizing and hosting similar type events in the future, the shareholders have decided to adopt PMI's project management principles to aid in maximizing their efforts and to establish a model for future reference.

2.1.2 Mission and Vision statements

Mission and Vision statements can be used as instruments to shape the future. For centuries organizations have been utilizing mission and vision statements to set priorities, build unity, and give directions as they chart a way forward to realizing their dreams. While mission and vision statements are interrelated and are often used interchangeably, the truth is that they are distinct in their functions. A mission statement is said to be the enduring purpose of an organization, it is the fundamental reason for its existence. While a vision statement is a pictorial view of the desired future of the organization and supports the mission statement. As defined in (Investopedia, 2019) a mission

statement is, *“used by a company to explain, in simple and concise terms, its purpose(s) for being”*. In the same light, the Corporate Finance Institute (n.d) defines a vision statement as, *“what a company desires to achieve in the long-run, generally in a time frame of five to ten years, or sometimes even longer”*. Mission and Vision statements are the foundation of which growth, productivity, and success are built upon. Thus, it is imperative that businesses clearly define their mission and vision statements.

In reviewing Polished Events Inc.’s mission statement, the purpose, to become a trusted partner and leader in the event planning industry and to be different from the ordinary has been clearly articulated. In the same light, its mandate to provide personalized, memorable, and creative event planning services through unique customer experiences is explicitly stated in a similar manner. The author aims to highlight the mission and vision statements of Polished Events Inc. and will aim to relate these by showing how the Final Graduation Project will aid in establishing the identity, purpose, and long-term goals of the business. See the established mission and vision statements for Polished Events Inc. below:

Mission: We provide personalized, memorable, and creative event planning services through unique customer experiences.

Vision: To become a trusted partner and the leader in the event planning industry in Belize. Different from the ordinary.

Slogan: Life is an Event. Make it Memorable.

Core Values: Integrity, Creative, Committed, and Meticulous



Logo:

Figure 2: *Polished Events Inc's Logo (Source: Arana, 2020)*

2.1.3 Organizational structure

An organizational structure is a visual diagram of a company that describes what employees do, whom they report to, and how decisions are made across the business (Devaney, n.d). It determines the flow of information within a company as well as governs the operations of the business. Establishing an organizational structure offers many benefits to a business, including streamlining operations, improved employee performance, decreased likelihood of runaround and improved communication at all levels, among others. As it relates to the final paper, this FGP will aid in providing insights to equitably assign roles and responsibilities based on fit and experience. It will also assist in establishing a clear chain of command, which will eliminate uncertainties and ambiguities, thereby increasing the success rate of the project.

The main shareholders of Polished Events Inc. are Arlette Arana and Tori Moguel who both hold equal percentages of the company's equity. Arlette and Tori are actively involved in the daily management of the business. As support, Polished Events Inc. has one (1) other full-time staff member who works closely with the shareholders in the management of the business, and three (3) seasonal staff members with primary responsibilities of marketing and advertising initiatives, accounting, operations, and technology and equipment.

The core functions of the company are subdivided into two categories, these being, finance, and marketing & event planning. Each partner brings a

different set of attributes that contributes uniquely to the integrity of the business. Thus, each category is spearheaded by one of the two (2) partners based on their educational background and work experience. Arlette holds a Master's Degree in Finance and has over fifteen (15) years of banking and finance experience. She is a meticulous person with an eye for detail. She is serious about her investment in this venture, which is considered a retirement endeavor. As a result, she was deemed fit to lead the finance aspect of the company, which comprises the accounting and operations functions. Tori, on the other hand, is a young innovative youth development assistant who possesses a Bachelor of Science Degree in Human & Social Psychology. Tori also works as an assistant artist manager in the music industry. While her years of work experience does not compare to that of her partner, Tori brings a wealth of planning and organizational knowledge to the table and thus, was best suited to head the marketing and planning aspects of the business which includes overseeing functions such as; Promotion, Venue, Hospitality, and Technology & Equipment functions. Each partner equally invests time and money in Polished Events Inc. The diverse set of capabilities is a great mix with the potential to greatly complement each other once properly utilized for the success of the business.

The Project Administrative Assistant who is PMP certified would complement the team with primary responsibilities for leading all project management initiatives. Her role and commitment are extremely critical to the success of this project and to the business. She will work closely with the two stakeholders of the company in this regard. Figure 3 outlines the organizational structure for Polished Events Inc.

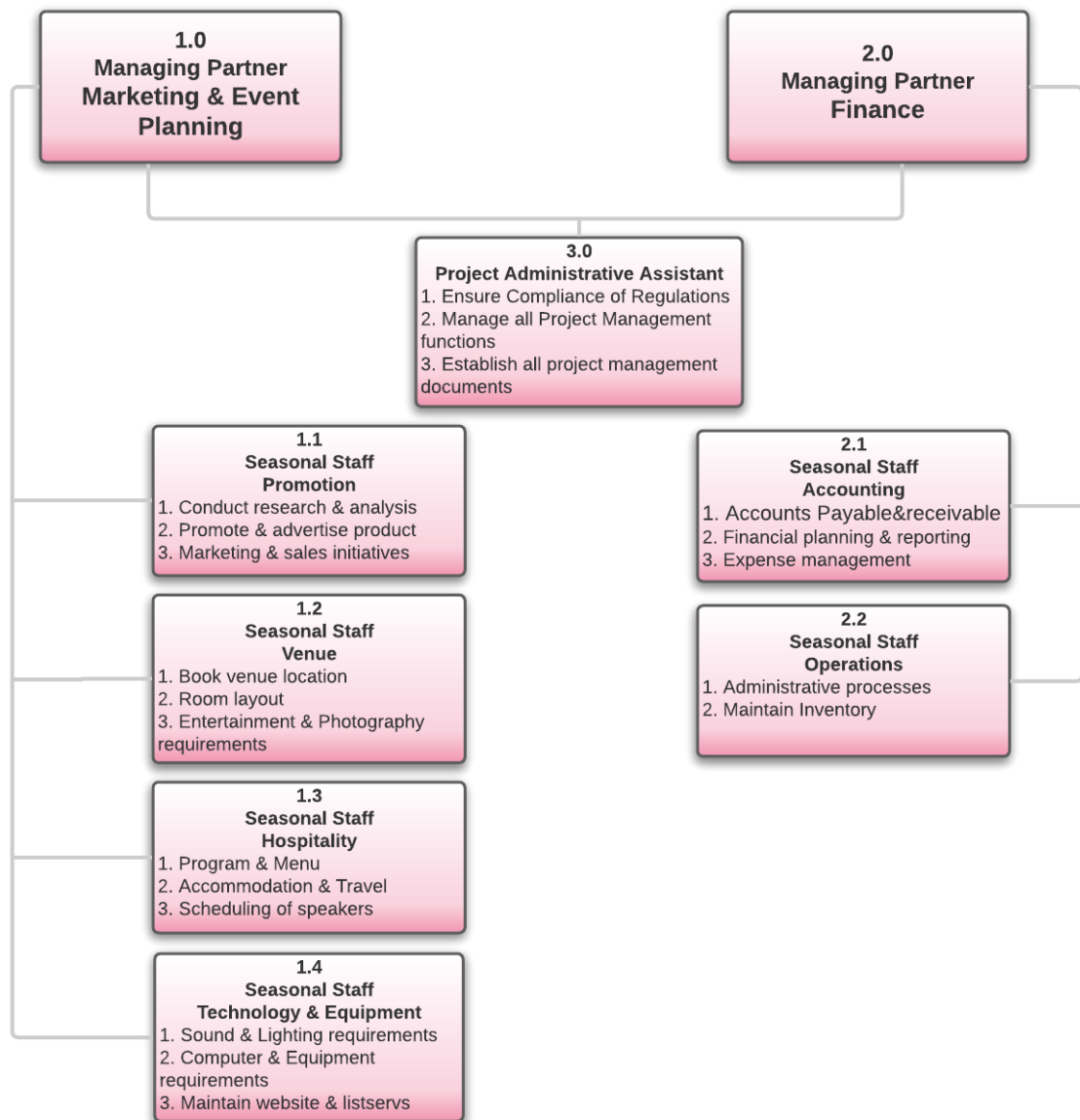


Figure 3: *Polished Events Inc's Organizational Structure (Source: Arana, 2020)*

2.1.4 Products offered

A product is a tangible item that is put on the market for acquisition, attention, or consumption, while a service is an intangible item, which arises from the output of one or more individuals. (CFI, n.d). The main benefit of this

FGP to the final project is the clear identification of the products and services offered. In this case, the item will be a service within the events planning industry.

Polished Events Inc. is a full-service professional event planning company that specializes in corporate and private events. Its primary goal is to create priceless memoirs for its customers through the provision of personalized, memorable, and creative event planning services. Figure 4 presents a detailed listing of the product offerings of the company.

| <i>Polished Events Inc. Service List</i> | |
|--|-------------------------|
| Corporate | Personal |
| * Fundraisers | * Weddings |
| * Award Ceremonies | * Birthday Parties |
| * Conferences | * House-warming Parties |
| * Grand Openings | * Baby Showers |
| * Meetings | * Gender Reveals |

Figure 4: *Polished Events Inc's Service List (Source: Arana, 2020)*

2.2. Project Management Concepts:

2.2.1 Project

A project is a temporary endeavor undertaken to create a unique product, service, or result. (*PMBOK® Guide – sixth edition, pg. 4*). Similarly, My Management Guide.com defines a project as, “*a temporary, unique and progressive attempt or endeavor made to produce some kind of a tangible or*

intangible result (a unique product, service, benefit, competitive advantage, etc.)”. To further define what is a project, the author further states that projects, *“usually includes a series of interrelated tasks that are planned for execution over a fixed period of time and within certain requirements and limitations such as cost, quality, performance, others”*. Everyday activities can be classified as projects, it just so happens that most of the time we are already accustomed to the processes and tasks involved that we simply just get it done without even putting much thought into the process. Attempting an activity or task via the concept of a project enables the creation of patterns and road maps to increase the level of effectiveness and the success rate.

2.2.2 Project Management

Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. (PMBOK® Guide – sixth edition, pg. 10). To maximize the benefits project management intended to offer, the processes identified for a specific project must be appropriately applied and integrated. PMBOK® Guide identifies forty-nine (49) processes, which are further subdivided into five (5) process groups and ten (10) knowledge areas. (See figure 5) Adapting the concept of project management can offer many benefits to an organization. According to PMBOK® Guide, *“it should be considered a strategic competency as it; (a) tie project results to business goals, (b) compete more effectively in their markets, (c) sustain the organization and (d) respond to the impact of business environment changes on projects by appropriately adjusting project management plans”*. (Pg.11). The benefits from this FGP to the final project as it relates to the project management concepts include the awakening the author’s “winning” mindset which is required to strategically position the business within the market.

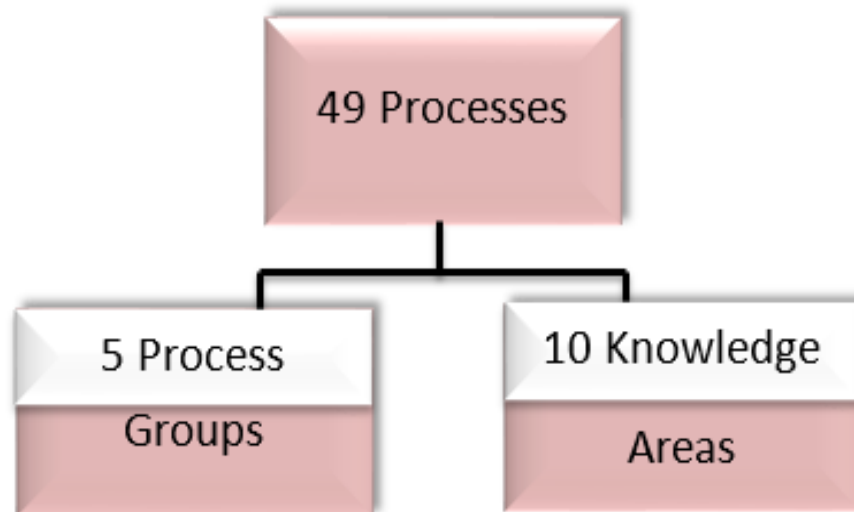


Figure 5: *Project Management's Processes, Process Groups and Knowledge Areas (Source: Arana, 2020)*

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. (*PMBOK® Guide – sixth edition, pg. 19*). It consists of four (4) generic phases, these being; a) starting the project, b) organizing and preparing, c) carrying out the work, and d) ending the project. These phases may be sequential, iterative, or overlapping. A project life cycle provides the basic framework for managing a project, the project team may decide the best life cycle for each project. Figure 6 shows a graphical depiction of the phases within the project life cycle and how they are connected to the five (5) process groups and the ten (10) knowledge areas.

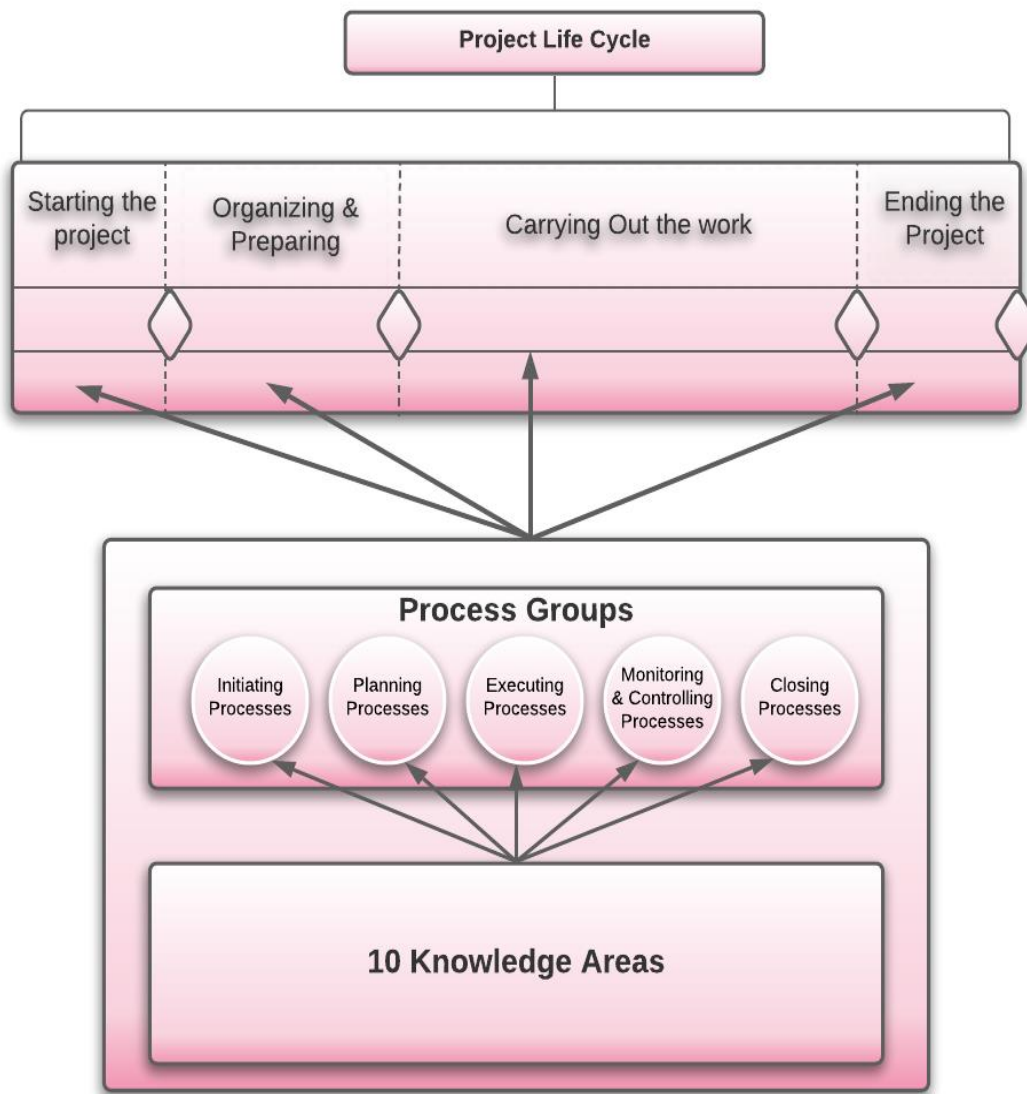


Figure 6: *Interrelationship of PMBOK® Guide Key Components in Projects* (Source: PMBOK® Guide – sixth edition, pg. 18)

2.2.4 Project management processes

A process is a systematic series of activities directed towards causing an end result such that one or more **Inputs** will be acted upon to create one or more **Outputs** with the use of appropriate **Tools and Techniques**. (PMBOK® Guide – sixth edition, pg. 714). These activities are linked by the specific

Inputs and Outputs where the result or outcome of one process may become the Input to another process that is not necessarily in the same process group. Figure 7 depicts a typical process flow highlighting components such as Inputs, Outputs and Tools and Techniques.

Further, these processes are combined to form process groups. Project Management Process Group is a logical grouping of project management processes to achieve specific project objectives. (*PMBOK® Guide – sixth edition*, pg. 23). There are five (5) distinct project management process groups, each characterized by different functions as depicted in (Figure 8).

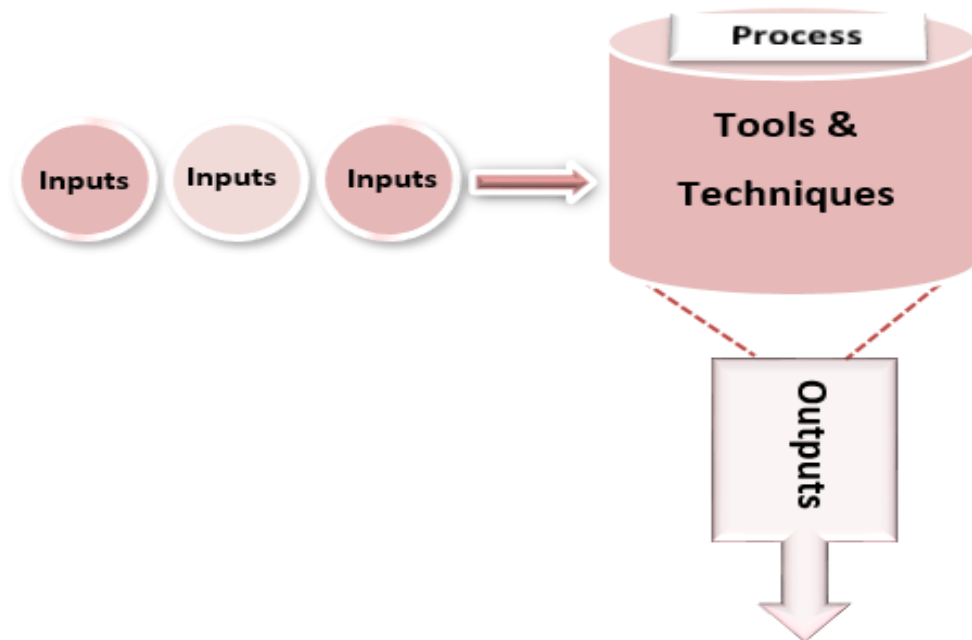


Figure 7: Typical Process flow of Inputs, Tools & Techniques and Outputs
(Source: Arana, 2020)

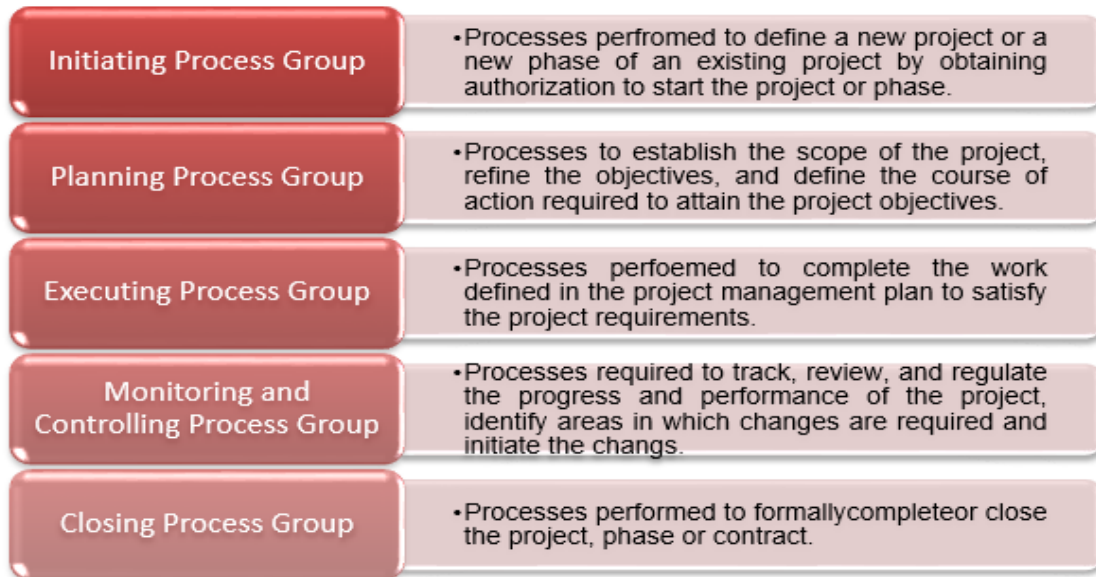


Figure 8: *Process Groups of Project Management (Source: PMBOK® Guide – sixth edition, pg. 23)*

2.2.5 Project Management Knowledge Areas

A knowledge area is an identified area of project management defined by its knowledge requirements and described in terms of its components processes, practices, inputs, outputs, tools, and techniques. (*PMBOK® Guide – sixth edition, pg. 23*). As mentioned above, there are forty-nine (49) processes that are grouped into ten (10) knowledge areas. While these are interrelated, from a project management point of view they are defined individually. The interrelatedness of the knowledge areas are depicted in Figure 9). Knowledge areas are important to projects, as they set the tone for success by establishing fundamental elements such as processes, tools, techniques, requirements, and outcomes for each process involved.



Figure 9: Pictorial View of PMI's Ten Knowledge Areas (Source: PMBOK® Guide – sixth edition, pg. 25)

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. (PMBOK® Guide – sixth edition, pg. 69). All project management activities, from the starting of the project to the ending of the project are covered through project integration management. This aids in creating a logical project life cycle by connecting all processes and activities. Project Integration Management consists of seven (7) processes, which spread across the five (5) process groups.

Project Scope Management:

Project scope management is a fundamental element in the project management sphere. According to *PMBOK® Guide*, project scope management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully (p.129). Similarly, Abdilahi et al. (2020) shared the following definition, “*it comprises of all practices that are essential as it ensures that a project is efficient enough to only effect the required work to accomplish the targeted product, service or outcome.*” The main benefit of project scope management is to prevent the inclusion of unauthorized tasks by setting boundaries for the project. Project Scope Management consists of six (6) processes that spread across planning and monitoring and controlling process groups.

Project Schedule Management:

Project Schedule Management includes the processes required to manage the timely completion of the project. (*PMBOK® Guide – sixth edition*, pg. 173). This is an extensive process that includes defining all the project tasks from the start to the end of the project and creating the schedule. Project Schedule Management consists of six (6) processes, which also spreads across the planning and the monitoring and controlling process groups.

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® Guide – sixth edition*, pg. 231). It allows for the estimation of project costs and the development of a budget. Project Cost Management consists of four (4) processes that fall within the planning and the monitoring and controlling process groups.

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 to meet stakeholders' objectives. Project Quality Management also supports continuous process improvement activities as undertaken on behalf of the performing organization. (*PMBOK® Guide – sixth edition, pg. 271*). A bigger budget and a longer project time result in the production of a higher quality product, thus, this knowledge area is highly dependable on the project cost and time. Project Quality Management consists of three (3) processes that fall within the planning, executing, and monitoring and controlling process groups.

Project Resource Management:

Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. (*PMBOK® Guide – sixth edition, pg. 307*). The overarching benefit of the processes is ensuring that the right resources are available at the right time and place. Resources assist in establishing the project cost, time, and quality of the end product, service, or result. Resources may include but are not limited to, facilities, equipment, supplies, and materials. Project Resource Management consists of six (6) processes that also spreads across the planning, executing, and monitoring, and controlling process groups.

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® Guide – sixth edition, pg. 359*). Project Communication Management consists of three (3) processes that

spread across the planning, executing, and monitoring and controlling process groups.

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. (*PMBOK®* Guide – sixth edition, pg. 395). Risks are inevitable thus, plans must be put in place to mitigate and minimize the impact on projects. Project Risk Management consists of seven (7) processes that spread across planning, executing and monitoring, and controlling process group.

Project Procurement Management:

Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. (*PMBOK®* Guide – sixth edition, pg. 459). It assists in keeping the project budget within boundaries. Project Procurement Management consists of three (3) processes, which spreads across the planning, executing, and monitoring and controlling process groups.

Project Stakeholder Management:

Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. (*PMBOK®* Guide – sixth edition, pg. 503). Stakeholders are important in project execution and thus, must know their roles and responsibilities and be kept informed. Project Procurement

Management consists of four (4) processes, which spreads across the initiating, planning, executing, and monitoring and controlling process groups.

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

2.3.1 Anti-Money Laundering

Anti-money laundering (AML) refers to the laws, regulations and procedures intended to prevent criminals from disguising illegally obtained funds as legitimate income. (Investopedia, 2020)

2.3.2 Event Management

Event management includes a variety of functions for executing large-scale events, which might include conferences, conventions, concerts, trade shows, festivals, and ceremonies. It involves handling the overall logistics of the event, working with staff, and conducting project management of the event as a whole. (Woodward,2020).

3 METHODOLOGICAL FRAMEWORK

3.1. Information sources

In the educational sphere, 'knowledge is power'; however, in taking a narrowed view with a focus on the topic of research, "information is power". Information is said to be the differentiating factor between realizing a successful research paper and a failed one. Information sources set the foundation for a well-constructed paper. According to Definition.net (n.d.), an information source is, "*a person, thing, or place from which information comes, arises, or is obtained*". Similarly, the team at Lisbd.net defines an information source as, "*a*

source of information for somebody, i.e. anything that might inform a person about something to provide knowledge to somebody. Information sources may be observations, people's speeches, documents, pictures, organizations, etc." (Lisbdnet.com, 2018). Documentary Sources and Non-Documentary Sources are the two known groups of information sources. These are further subdivided into categories. For this FGP, the initial focus will be on two of three categories of Documentary sources. These include Primary and Secondary Sources, which are defined and briefly discussed below.

Information for this FGP will be sourced through these vehicles. Accordingly, this FGP will allow the author to source relevant information and build an adequate literature bank for the project to be successful.

3.1.1 Primary sources

Primary sources are integral in the research domain, its application allows researchers to keep history alive as well as obtain a direct account of the life experiences of others. Over time various definitions of primary sources have surfaced, despite this, the fundamental concept of a "*first-hand account of original ideas*" remained constant. The Library and Information Science Network define primary sources as, "*the first published records of original research and development or description of a new application or new interpretation of an old theme or idea. There are original documents representing unfiltered original ideas*" (Lisbdnet.com, 2018). In the same accord, Healey Library defines the term as, "*an immediate, first-hand account of a topic, from people who had a direct connection with it*". Seton Hall University Library shares the same view and provides the following definition, "*A primary source is a first-hand or contemporary account of an event or topic. They are the most direct evidence of a time or event because they were created by people or things that were there at the time or event. These sources have not been modified by interpretation and offer original thought or new information. Primary sources are original materials, regardless of format*". Primary source materials can include; books,

research reports, manuscripts, conference papers, websites, and periodicals, among others.

Based on the aforementioned definitions, the primary source of information for the project will include interviews, the internet, previous projects, and project team meetings.

3.1.2 Secondary sources

The secondary source of information for the FGP will be the PMBOK® Guide - Sixth Edition and PMI Database. For centuries, secondary sources have been used as a catalyst to convey different ideologies in research. It remains relevant to the modern-day and is widely used and accepted in the research realm as a means to corroborate and analyze historical information. The copious definitions furnished are agreeable. Secondary sources are created by someone who did *not* experience first-hand or participate in the events or conditions being researched. (Harvard Library, 2020). Healey Library, echoed accordingly with, *“Secondary Sources are one step removed from primary sources, though they often quote or otherwise use primary sources. They can cover the same topic, but add a layer of interpretation and analysis”*. Secondary sources are important in that they are used to reinforce and strengthen arguments through the application of primary sources, considered to be facts and evidence. Examples of secondary source materials may include but are not limited to journal articles, reviews, academic books, manuals, dictionaries, and bibliography, among others. Secondary sources through this FGP will substantiate the project contents.

Chart 1: Information Sources (Source: Arana, 2020)

| Objectives | Information sources | |
|---|---|--|
| | Primary | Secondary |
| To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project and to produce the project management plan. | <ul style="list-style-type: none"> • Meeting Minutes • Interviews with Project Manager • Previous Projects | <ul style="list-style-type: none"> • PMBOK® Guide • PMI Database • Internet |
| To create a Scope Management Plan to ensure that all required work is completed. | <ul style="list-style-type: none"> • Minutes Meeting • Interviews with Project Manager • Previous Projects | <ul style="list-style-type: none"> • PMBOK® Guide • PMI Database • Internet |
| To create a Schedule Management Plan to ensure that the project is finished on time. | <ul style="list-style-type: none"> • Minutes Meeting • Interviews with Project Manager • Previous Projects | <ul style="list-style-type: none"> • PMBOK® Guide • PMI Database • Internet |
| To develop a Cost Management Plan to ensure that the project is executed within budget. | <ul style="list-style-type: none"> • Minutes Meeting • Interviews with Project Manager • Previous Projects | <ul style="list-style-type: none"> • PMBOK® Guide • PMI Database • Internet |
| To create a Quality Management Plan to ensure sponsor requirements and project deliverables are produced. | <ul style="list-style-type: none"> • Minutes Meeting • Interviews with Project Manager • Previous Projects | <ul style="list-style-type: none"> • PMBOK® Guide • PMI Database • Internet |
| To create a Resource Management Plan so that the team can meet the demands of the project. | <ul style="list-style-type: none"> • Minutes Meeting • Interviews with Project Manager • Previous Projects | <ul style="list-style-type: none"> • PMBOK® Guide • PMI Database • Internet |
| To develop a Communication Management Plan to ensure that all stakeholders are provided with information on the status of the project. | <ul style="list-style-type: none"> • Minutes Meeting • Interviews with Project Manager • Previous Projects | <ul style="list-style-type: none"> • PMBOK® Guide • PMI Database • Internet |
| To create a Risk Management Plan to ensure that all risks are | <ul style="list-style-type: none"> • Minutes Meeting • Interviews with Project | <ul style="list-style-type: none"> • PMBOK® Guide |

| | | |
|---|---|--|
| identified, documented, and planned for. | Manager <ul style="list-style-type: none"> • Previous Projects | <ul style="list-style-type: none"> • PMI Database • Internet |
| To develop a Procurement Management Plan to ensure that the make-or-buy analysis is conducted and procurement needs are identified. | <ul style="list-style-type: none"> • Minutes Meeting Interviews with Project Manager • Previous Projects | <ul style="list-style-type: none"> • PMBOK® Guide • PMI Database • Internet |
| To create a Stakeholders Management Plan to ensure that all participants affected by the project are identified. | <ul style="list-style-type: none"> • Minutes Meeting • Interviews with Project Manager • Previous Projects | <ul style="list-style-type: none"> • PMBOK® Guide • PMI Database • Internet |

3.2. Research methods

The arguments on the constants of life vary; some believe that change is the only constant in life, while others believe that problems are the only constant in life. As it relates to the latter, scientists proclaim that the bane of their existence is solving problems. Rajasekar et. al (2013) corroborate this thinking by defining research as, “*an investigation of finding solutions to scientific and social problems through objective and systematic analysis*”. Leedy and Ormrod (2015, pp. 20), similarly, define research as, “*a systematic process of collecting, analyzing, and interpreting information data to increase our understanding of a phenomenon about which we are interested or concerned*”. Before conducting research, it is important to know what is being researched and how the research will be executed. These two (2) elements establish the basis of research methods and research methodology in the research domain.

Research methods and research methodology are often deemed to be the same; however, they are two distinct terminologies in the research realm. Leedy and Ormrod (2001, pp. 14) define research methodology as, “*the general approach the researcher takes in carrying out the research project*”. In the same breath, Rajasekar et. al. (2013) define *research methodology* as “*the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows*

the reader to critically evaluate a study's overall validity and reliability". The methodology section answers two main questions: How was the data collected or generated? How was it analyzed?". By and large, methodology refers to the "How" in research and may include publication research, interviews, surveys, and other research techniques, and could include present and historical information.

On the other hand, research methods refer to the tools employed to conduct research, which can be either qualitative, quantitative, or mixed. Scribber.com (n.d.) defines research methods as specific procedures for collecting and analyzing data. Another view states that research methods and their application to real-world problems are skills that will serve you for the rest of your life (Leedy and Ormrod, 2001). Accordingly, it can be deduced that a research method is a process that is taken to produce the knowledge or understanding of a topic being investigated. There are different forms of research as well as different research methods. Research methods may include information gathering techniques such as interviews, focus groups, and observations, to name a few. This final graduation project will be done qualitatively; the two (2) main methods to be used are discussed in the ensuing subsections.

3.2.1. Analytical method

The primary method that will be used to analyze information during the project will be the Analytical Method. *"Analytical method is a generic process combining the power of the scientific method with the use of formal process to solve any type of problem".* (Thwink, 2014). Another view by Detroit Engineered Products is *"an analytical method details the steps and techniques necessary to perform an analysis"*. Generally, research is synonymous with information, in the absence of information, research is non-existent. Thus, it can be concluded that research involves a substantial amount of information that requires, organizing, and further decomposition to make it relevant and valuable. The analytical

method provides an established process for dissecting and breaking down information. It consists of the evaluation of facts and existing information to analyze and identify problems and potential solutions.

3.2.2. Qualitative method

The primary method that will be used to collect information during the project will be the Qualitative Method. "Qualitative studies primarily make use of non-numerical data (Leedy and Ormrod 2015). According to Rajasekar et. al (2013) "*while qualitative methods are non-numerical, descriptive, applies reasoning, and uses words it can be used to understand the meaning of the numbers obtained by quantitative methods*". Another view shared by Shoshanna Sofaer in her article entitled, "*Qualitative Methods: What Are They and Why Use Them?*" states that, "*qualitative research methods are valuable in providing rich descriptions of complex phenomena*". Conclusively, qualitative methods are used to understand and assess the experiences of people. It provides an opportunity to receive first-hand information from a source. Examples of qualitative methods include observation, interviews, focus groups, and surveys among others. Interviews will be the primary tool used to collect information for this FGP.

3.2.3. Interviews

In research, interviews are a common technique used for data collection purposes. It refers to a one-on-one dialogue with an individual assuming the role of the interviewer and fielding the questions; the other person is the interviewee, who is a source of information relevant to the research topic. Qu and Dumay (2011) suggest that "*the interview method is employed often as a pilot study to gather preliminary data before a survey is designed*". Kvale (1996, pp. 42) further defines a research interview as a "*construction site of knowledge*" which must be understood in terms of five features of postmodern knowledge: as conversation, as narrative, as language, as context and as inter-relational,

existing in the relationship between people and the world. In essence, the interview method is the art of questioning and interpreting the answers. Additionally, Qu and Dumay (2011, pp. 239) in their article entitled "The Qualitative Research Interview " shared (Denzin and Lincoln, 2000, p. 12) differing views on the interview technique as "*unreliable, impressionistic, and not objective but rather, nothing more than casual everyday conversation*". There are various kinds of interviews, this FGP will depend primarily on unstructured interviews, to gather information and insights on how to organize and host an annual Anti-Money Laundering (AML) and Counter-Financing of Terrorism (CFT) Conference. The interviews will be conducted primarily with professionals from the event planning industry.

Chart 2: Research Methods (Source: Arana, 2020)

| Objectives | Research methods | |
|---|--|---|
| | Analytical Method | Qualitative Method |
| To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project and to produce the project management plan. | To apply analytical and critical thinking skills when creating the project charter, formally authorizing the project and producing the project management plan | To obtain information that will aid in the development of the scope management. |
| To create a Scope Management Plan to ensure that all required work is completed. | To apply analytical and critical thinking skills for the creation of the Scope Management Plan to ensure all the required work for the project is completed | To obtain information that will aid in the development of the Scope Management Plan. |
| To create a Schedule Management Plan to ensure that the project is finished on time. | To apply analytical and critical thinking skills for the creation of the Schedule Management Plan to ensure the project is properly managed and that it is | To obtain information that will aid in the development of the Schedule Management Plan. |

| | | |
|--|---|--|
| | finished on time | |
| To develop a Cost Management Plan to ensure that the project is executed within budget. | To apply analytical and critical thinking skills for the creation of the Cost Management Plan to ensure the project is executed within budget | To obtain information that will aid in the development of the Cost Management Plan. |
| To create a Quality Management Plan to ensure sponsor requirements and project deliverables are produced. | To apply analytical and critical thinking skills for the creation of the Quality Management Plan to determine how quality will be achieved and measured as well as to ensure the requirements of the sponsor and the project deliverables are produced | To obtain information that will aid in the development of the Quality Management Plan. |
| To create a Resource Management Plan so that the team can meet the demands of the project | To apply analytical and critical thinking skills for the creation of the Resource Management Plan to determine the resources needed to meet the demands of the project and to establish project roles, responsibilities and the project organizational chart | To obtain information that will aid in the development of the Resource Management Plan. |
| To develop a Communication Management Plan to ensure that all stakeholders are provided with information on the status of the project. | To apply analytical and critical thinking skills for the development of the Communication Management Plan to ensure all the stakeholders are provided with accurate and timely information on the status of the project and to determine the communication protocols of the project | To obtain information that will aid in the development of the Communication Management Plan. |
| To create a Risk Management Plan to ensure that all risks are identified, | To apply analytical and critical thinking skills for the development of the | To obtain information that will aid in the |

| | | |
|---|---|--|
| documented, and planned for. | Risk Management Plan to ensure all the stakeholders are provided with accurate and timely information on the status of the project and to determine the communication protocols of the project | development of the Risk Management Plan. |
| To develop a Procurement Management Plan to ensure that the make-or-buy analysis is conducted and procurement needs are identified. | To apply analytical and critical thinking skills for the development of the Procurement Management Plan to ensure that the make-or-buy analysis is conducted and that the procurement needs are identified and met. | To obtain information that will aid in the development of the Procurement Management Plan. |
| To create a Stakeholders Management Plan to ensure that all participants affected by the project are identified. | To apply analytical and critical thinking skills for the development of the Stakeholder Management Plan to ensure that all participants to be affected by the project are identified and managed accordingly. | To obtain information that will aid in the development of the Stakeholder Management Plan. |

3.3. Tools

In the research sphere, the terminologies **tools** and **instruments** are synonymous and are often used interchangeably. This FGP will primarily focus on the latter however, definitions will be sourced for both. While there are many options to choose from, no particular research instrument is better than the other. Each instrument presents its own vigor and fragility; however, the key is in selecting the most appropriate instrument that will enable acquiring the right information to produce the most realistic results for the specific research. Birmingham, P., & Wilkinson, David. (2003). defines an instrument as, '*devices for obtaining information relevant to a research project*'. Similarly, Takona, (2002, p. 73) described research instruments as "essential tools to measure

such variables as opinion, attitudes, concepts, attitude, composition and so on” Correspondingly, (PMBOK® Guide – Sixth Edition, pp. 725). defines a tool as, ‘something tangible, such as a template or software program, used in performing an activity to produce a product or result’. Six (6) tools & techniques groups are referenced by their intent in PMBOK® Guide. The tools used to develop this FGP were drawn from the following groups:

- Data Gathering - used to collect data and information from a variety of source
- Data Analysis - used to organize, assess and evaluate data and information
- Data Representation - used to show graphic representations or other methods used to convey data and information
- Decision-Making - used to select a course of action from different alternatives
- Communication Skills - used to transfer information between shareholders
- Interpersonal and Team Skills - used to effectively lead and interact with team members and other stakeholders

Chart 3: Tools Utilized in the FGP (Source: Arana, 2020)

| Objectives | Tools |
|---|---|
| To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project and to produce the project management plan. | <ul style="list-style-type: none"> • Brainstorming • Interviews • Management Meeting • Expert Judgement • Change Control Tools |
| To create a Scope Management Plan to ensure that all required work is | <ul style="list-style-type: none"> • Project Management Information System |

| | |
|--|---|
| completed. | <ul style="list-style-type: none"> • Autocratic Decision Making • Multicriteria Decision Analysis • Leadership • Networking |
| To create a Schedule Management Plan to ensure that the project is finished on time. | <ul style="list-style-type: none"> • Decomposition • Expert Judgement • Project Management Information System |
| To develop a Cost Management Plan to ensure that the project is executed within budget. | <ul style="list-style-type: none"> • Expert Judgement • Meetings • Decomposition |
| To develop a Cost Management Plan to ensure that the project is executed within budget. | <ul style="list-style-type: none"> • Bottom-Up Estimating • Analogous Estimating • Expert Judgement |
| To create a Quality Management Plan to ensure sponsor requirements and project deliverables are produced. | <ul style="list-style-type: none"> • Brainstorming • Flowcharts • Hierarchical Charts |
| To create a Resource Management Plan so that the team can meet the demands of the project | <ul style="list-style-type: none"> • Text-Oriented Formats |
| To develop a Communication Management Plan to ensure that all stakeholders are provided with information on the status of the project. | <ul style="list-style-type: none"> • Feedback • Presentations • Communication Competencies |
| To create a Risk Management Plan to ensure that all risks are identified, documented, and planned for. | <ul style="list-style-type: none"> • Brainstorming • Assumption & Constraint Analysis |
| To develop a Procurement Management Plan to ensure that the make-or-buy analysis is conducted, and procurement needs are identified. | |
| To create a Stakeholders Management Plan to ensure that all participants affected by the project are identified. | <ul style="list-style-type: none"> • Brainstorming Meetings • Feedback • Expert Judgment |

3.4. Assumptions and constraints

“The more often we see the things around us - even the beautiful and wonderful things - the more they become invisible to us”. (Joseph B. Wirthlin). This view of missing the important things as a result of taking the smaller often very obvious things for granted is also shared by Leedy and Ormrod (2015, pp. 23), who view assumptions as, *‘a condition that is taken for granted, without which the research project would be pointless’*. Leedy and Ormrod (2015, pp. 62) further stated that, *‘assumptions are so basic that, without them, the research problem itself could not exist’*, to highlight the fundamental importance of the role of assumptions in research. (*PMBOK® Guide – Sixth Edition*, pp. 699) defines an assumption as, *‘a factor in the planning process that is true, real or certain, without proof or demonstration.’* Thus, assumptions play an important role in research; they provide a basis for theories to be developed and for conclusions to be made.

It is equally important not to dismiss weaknesses in research such as constraints, which can introduce doubts and thwart the intended conclusions. (*PMBOK® Guide – sixth edition*, pg. 701) defines constraints as, *‘a limiting factor that affects the execution of a project, program, portfolio or process’*. It further identifies the following six (6) constraints; (1) scope, (2) schedule; (3) cost, (4) resources, (5) quality and, (6) risks. Likewise, YourDictionary.com, (n.d.). Provides a similar definition as, *‘something that imposes a limit or restriction or that prevents something from occurring’*. While we are often optimistic that research results will be successful due to the careful planning, the absence of assumptions and constraints can result in a meaningless process.

Chart 4 lists the various assumptions that have been made and constraints that have been identified for this FGP.

Chart 4: Assumptions and Constraints (Source: Arana, 2020)

| Objectives | Assumptions | Constraints |
|---|---|--|
| To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project and to produce the project management plan. | There will be sufficient access to vital information required to develop a detailed and sound project charter | Vague project charter due to limited access to information as well as pre-established time frame |
| To create a Scope Management Plan to ensure that all required work is completed. | The project scope will be defined, and all the required work will be completed | The project scope may change as the project progresses |
| To create a Schedule Management Plan to ensure that the project is finished on time. | A realistic time management plan will be developed and that the project will be completed within the allotted time period | The pre-established time frame may not be sufficient to complete the required work |
| To develop a Cost Management Plan to ensure that the project is executed within budget. | A detailed budget will be developed and that the project will remain within the set budget | Any changes in the Scope will affect the budget and may result in the project completing over budget |
| To create a Quality Management Plan to ensure sponsor requirements and project deliverables are produced. | A comprehensive quality management plan will be developed to meet stakeholders' requirements | Stakeholders' requirements may change as well as their level of interest. |
| To create a Resource Management Plan so that the team can meet the demands of the project | All roles and responsibilities will be identified and assigned | Timely identification of strategies to effectively influence the project team |
| To develop a Communication Management Plan to ensure that all stakeholders are provided with information on the status of the project. | Clear communication channels will be established, assigned and accepted by stakeholders | Stakeholders acceptance and adherence to the established communication channels |
| To create a Risk Management Plan to ensure that all risks are identified, documented, and planned for. | A risk management plan identifying all the critical risk and how they will be addressed will be developed | Ability to identify all critical risk and plan mitigating strategies within the pre-established time frame |
| To develop a Procurement Management Plan to ensure that the make-or-buy analysis is conducted, and procurement needs are identified. | A procurement plan documenting all the resources required to successfully complete the project will be established. | Resources required from outside the project team may not be readily available. |

| Objectives | Assumptions | Constraints |
|--|---|---|
| | Resources to be sourced outside of the project team will also be identified | |
| To create a Stakeholders Management Plan to ensure that all participants affected by the project are identified. | A stakeholder management plan identifying all stakeholder requirements and their interest level will be developed | Stakeholders' requirements may change as well as their level of interest. |

3.5. Deliverables

'Nothing is particularly hard if you divide it into smaller jobs', (Henry Ford), this concept is widely used to plan and execute large and complex tasks. One such field that benefits from this concept is project management, by employing deliverables to break down a project into small manageable portions. (PMBOK® Guide – Sixth Edition, pp. 704) defines a deliverable as, '*any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project*'. Bloomenthal (2019) defines a deliverable as, '*quantifiable goods or services that must be provided upon the completion of a project*'. Deliverables are dependent in nature and can be tangible or intangible. They can also be an Input or an Output to a process or a project dependent on its function. The deliverables for this FGP are based on the objectives and are identified in Chart 5.

Chart 5: Deliverables (Source: Arana, 2020)

| Objectives | Deliverables |
|---|---|
| To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project and to produce the project management plan. | <ul style="list-style-type: none"> The Project Charter |

| | |
|--|--|
| To create a Scope Management Plan to ensure that all required work is completed. | <ul style="list-style-type: none"> • Scope Management Plan |
| To create a Schedule Management Plan to ensure that the project is finished on time. | <ul style="list-style-type: none"> • Schedule Management Plan |
| To develop a Cost Management Plan to ensure that the project is executed within budget. | <ul style="list-style-type: none"> • Cost Management Plan |
| To create a Quality Management Plan to ensure sponsor requirements and project deliverables are produced. | <ul style="list-style-type: none"> • Quality Management Plan • Quality Metrics |
| To create a Resource Management Plan so that the team can meet the demands of the project | <ul style="list-style-type: none"> • Resource Management Plan |
| To develop a Communication Management Plan to ensure that all stakeholders are provided with information on the status of the project. | <ul style="list-style-type: none"> • Communication Management Plan |
| To create a Risk Management Plan to ensure that all risks are identified, documented, and planned for. | <ul style="list-style-type: none"> • Risk Management Plan |
| To develop a Procurement Management Plan to ensure that the make-or-buy analysis is conducted, and procurement needs are identified. | <ul style="list-style-type: none"> • Procurement Management Plan |
| To create a Stakeholders Management Plan to ensure that all participants affected by the project are identified. | <ul style="list-style-type: none"> • Stakeholder Engagement Plan |

4 RESULTS – PROJECT MANAGEMENT PLANS

4.1. PROJECT INTEGRATION MANAGEMENT

A project charter was the first document to be established as part of the project integration management knowledge area, in the development of this project management plan. The information used to establish the project charter was sourced from, management meetings, interview with an event planning professional, and the *PMBOK®* Guide – Sixth Edition. The project charter, which was created via the use of an online-sourced template was modified and used to formally authorize the project. Further, it will provide the project manager with the authority to apply organizational resources to the project and to produce the project management plan.

A change control procedure document found in (Appendix 4) was also established as part of the project integration management knowledge area in tandem with the development of the project management plan. It sets the expectations on how recommended and approved changes to the scope, schedule and the budget of the project will be managed. It also outlines what defines a change, the purpose and role of the change control board, and the overall change management process. The below project charter provides the framework for the development of the AML/CFT, Anti-Fraud, and Financial Crimes Conference project.

Project Charter:

Project Description:

Polished Events Inc. (P.E.I) is the first of its kind, providing professional events planning services in the country of Belize. The organization specializes in corporate (fundraisers, awards ceremonies, conferences, and grand openings) and gender reveals) event planning services that cater to organizations and individuals alike who may need to outsource their event planning needs. While Polished Events Inc. is a small and relatively new company, one of its short-term

strategic goals is to market the company as a premier event planning entity and build its client base through the organization and hosting of major events.

The project is being primarily sponsored by Polished Events Inc.; it is anticipated that several other industry players will provide additional funding. The project aims to develop a project management plan for the organization and hosting of an annual AML/CFT, Anti-Fraud & Financial Crimes Conference in Belize where pragmatic, cutting-edge, and highly relevant information will be available to all participants. The conference is the first of its kind to be held in Belize and will provide participants with eye-opening experiences such as keynote addresses, panel discussions, breakout sessions, roundtable talks, networking, and team-building activities, workshops, and motivational speeches.

Project Authorization:

This Charter formally authorizes Ms. Kimberly Sosa, Project Administrative Assistant of Polished Events Inc. to organize and host the annual AML/CFT, Anti-Fraud & Financial Crimes Conference in Belize Project. It also provides her with the authority to apply organizational resources to the project and produce the project management plan that will be submitted to the Project Sponsors for approval. This plan will comprise the final deliverables of the project that correspond to the subsidiary management plans: scope, schedule, cost, quality, resource, communication, risk, procurement, and stakeholder management plans. Each subsidiary plan will contain the processes, procedures, and tools necessary to manage the project in a structured and appropriate manner. All project resources will be assigned by the Project manager.

Project Manager and Level of Authority:

The project will be led by Ms. Kimberly Sosa, Project Administrative Assistant of Polished Events Inc. She is in charge of all aspects of the project

with responsibility for overseeing staffing, budgeting, quality management, risk management, and approval of changes to the project scope. As project lead, Ms. Sosa will delegate authority to hired personnel. As such, these persons will report to her and she will report to the sponsors of the project.

Project Stakeholders List:

Chart 6: Project Stakeholders List (Source: Arana, 2021)

| Name | Project Expectations |
|------------------|---|
| Project Sponsors | <ul style="list-style-type: none"> • The overall goal and objectives of the project will be achieved. • The project will be successfully organized and executed within time and budget. • The implementation of the project will be seamless. • They will be kept abreast of any changes that occur during the project period. • All project resources (internal and external) will be fully committed to the project. • The project will be closely monitored and updated accordingly using Microsoft Project platform. • Resources will be used wisely to execute project tasks. |
| Project Manager | <ul style="list-style-type: none"> • The project will be successfully carried out. • Project sponsors will support the project • The project goals and objectives are achieved on time and on budget. • The project will be implemented smoothly. • Resources will be provided to facilitate successful project delivery. |

| | |
|---|---|
| Project Team | <ul style="list-style-type: none"> • There will be proper communication channels between the project manager and team members. • There will be smooth implementation of the project. • They will be kept well-informed of any changes that may directly or indirectly affect the project progress. • They will be provided with the necessary tools and information to successfully complete their tasks. • The project manager will provide proper and transparent guidance throughout the project. |
| Speakers | <ul style="list-style-type: none"> • They will be kept informed of any changes. • They will be kept informed regarding event logistics. |
| Suppliers | <ul style="list-style-type: none"> • They will be kept informed of any changes. • They will be notified of set-up and pull-down logistics. |
| Participants and Attendees | <ul style="list-style-type: none"> • The information received will be relevant, accurate and updated. • The information received will aid in establishing mechanism to identify money laundering, financing of terrorism, fraud and other financial crimes threats in their organizations. |
| The Central Bank and the Banking Sector of Belize | <ul style="list-style-type: none"> • Knowledge gained will provide a pathway for government and banking officials to enhance and strengthen Belize's AML/CFT and financial frameworks. • The conference will bring recognition for Belize to be known as a major player in the fight against Money Laundering, Terrorist Financing Fraud and other Financial Crimes |

Project Scope Statement:

The annual AML/CFT, Anti-Fraud & Financial Crimes Conference in Belize project is in response to the pressing need for increased awareness, education, and re-education of industry players regarding current and emerging trends in the AML/CFT and Financial crime space. It will establish a project management plan inclusive of all of its subsidiary documents for the successful organization and hosting of an annual AML/CFT, Anti-Fraud Crimes Conference to be held in Belize. Events geared towards educating professionals in the financial service industry have been offering an opportunity for peers to interact, establish business relationships, and discuss the challenges, obstacles, and possible solutions surrounding varying topics.

The scope of this AML/CFT, Anti-Fraud & Financial Crimes Conference in Belize project involves the coordination of the following activities:

- ❖ The development of the objective of the project
 - Project Management Plan
- ❖ Identification of the subsidiary project plans and the list of tasks and activities to be carried out for the hosting of a successful conference. Some activities include:
 - Create and publish Call for Papers
 - Seek sponsorship from reputable entities within the AML/CFT sphere (local, regional, and international)
 - Select Keynote speakers
 - Create Registration Form
 - Set up conference email
 - Identify and select Venue
 - Identify and select a supplier for Audio Visual (AV) services

- Identify and select general speakers
- Manage the participants/attendees registration
- Create conference pack (invitations, badges, folders, evaluation sheet)
- Develop marketing and Web-based initiatives (posters, develop web page, create advertisements, compose and publish press releases, and produce exhibition stands)
- Close project

Project Objectives:

General Objective:

The general objective of this project is to successfully plan, organize and host an annual AML/CFT, Anti-Fraud and Financial Crimes Conference in Belize. Upon completion, this project will serve as a model for effective planning, resource deployment, and continuous success for Polished Events Inc.

Specific Objectives:

1. To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project and to produce the project management plans.
2. To create all project management plans inclusive of:
 - ❖ Scope Management Plan
 - ❖ Schedule Management Plan
 - ❖ Cost Management Plan
 - ❖ Quality Management Plan
 - ❖ Resource Management Plan
 - ❖ Communication Management Plan
 - ❖ Risk Management Plan

- ❖ Procurement Management Plan
 - ❖ Stakeholder Management Plan
3. To provide a platform for Polished Events Inc. to become a trusted partner and leader in the event planning industry.
 4. To create a robust marketing plan to advertise the company and the event to maximize attendance.
 5. To host an event that provide participants with a deeper understanding of compliance and non-compliance in the financial industry.
 6. To identify, use and showcase cutting edge technology, emerging trends and resources that participants will find useful in their everyday business.
 7. To create a platform where discussions on key interdisciplinary issues affecting the financial AML and CFT sphere in Belize and the wider Latin America and the Caribbean (LAC) region are stimulated.

Project Deliverables:

1. A document which defines the work, that must be done throughout the project.
2. A document which schedules the activities that must be done throughout the project.
3. A document that outlines how the project costs will be planned, funded and controlled.
4. A document that provided suitable standards to be adopted in the management of the project.
5. A document that outlines how resources will be allocated and maximized.
6. A document which defines the communications requirements for the project and how information will be distributed.
7. A document that outlines how risks will be identified, documented and addressed.

8. A document that defines the procurement requirements for products and services and how they will be sourced and managed.
9. A document that identifies all stakeholders and their involvement in the project.

Product Deliverables:

Chart 7: Product Deliverables (Source: Arana, 2021)

| Conference Tasks | Product Deliverables |
|---|---|
| Finalize Sponsorship | Signed Sponsorship Agreement and cash/cheque |
| Book Conference Resources | Project Team |
| Send conference email to marketing | Media Advertisement |
| Set up conference email address | Registered Email Address |
| Finalize conference theme | Conference Theme |
| Create registration form | Official registration form |
| Venue Selection | A signed contract |
| AV Procurement | A signed contract |
| Speaker Procurement | A signed contract and Travel arrangement confirmation |
| Develop Conference Packs | Consortium of sponsored paraphernalia and Agenda |
| Manage Participants | Conference Tickets, Tour Tickets, Registered List |
| Marketing & Web | Banners, posters, press releases, signage, Media Advertisement, and Conference web Page |
| Set Up | Venue Layout and Decor |
| Registration and check-in | Participants confirmation Sheet |
| Execution | The Conference |
| Clean Up | Clean Venue, Checklist |
| Collate Evaluations | Summary of participant's feedback/ Conference Report |
| Pay Invoices | Receipts |
| Review Expense against budget | Expenditure Report |
| Check Reviews | Response to individual reviews |
| Write conference postmortem | Conference Report |
| Post conference meeting and celebration | Team party and tokens of appreciation |
| Write up lessons learned | Lesson Learned Document |
| Release resources | Signed discharge form |
| Archive project documents | Conference Archive |

Expected Benefits:

The expected benefits Polished Events Inc. hopes to achieve as a result of the organization and hosting of the conference are two fold and includes the following:

Polished Events Inc.:

- Generate revenue for the sustainability of the business, and to finance future events
- Strategically promote the services of Polished Events Inc. with the aim of expanding the company's reach and build its customer base.
- Gain experience to improve the execution of the project and future events and meet and exceed attendee expectations
- Compliance with international conference standards, thereby improving the quality of events of the company

Conference Attendees:

- Direct access to experts and influencers in the AML/CFT industry
- Receive up-to-date information on emerging trends in the AML/CFT industry through the use of cutting edge technology
- Build personal and professional network following with key business executives
- Experience Belize's tourism products (business, shopping, vibrant culture)

Assumptions and Constraints:

The following assumptions and constraints pertain to the AML/CFT, Anti-Fraud & Financial Crimes conference in Belize project:

Assumptions:

- A suitable and affordable venue will be procured;
- Funding will be identified and secured for the project;
- Project will not incur cost overruns;
- Project will satisfy local, regional and international standards;
- Project will be completed within the allotted timeframe;
- All purchases will be executed in compliance with the project procurement plan;
- The project will have the full support of the project sponsors, stakeholders, and other personnel (full-time & part-time);
- The project purpose will be communicated to all resources prior to deployment.

Constraints:

- Part-time resources may not be available for the entire project period or may not be fully committed to the project;
- Adequate funding may not be secured for the successful execution of the project;
- Project team may not be able to meet deadlines due to improper time management.

Summary Milestone Schedule:

The project Summary Milestone Schedule is presented below. As requirements are more clearly defined this schedule may be modified. Any changes will be communicated through project status meetings by the project manager.

Chart 8: Schedule Milestone (Source: Arana, 2021)

| Task Name | |
|------------|--|
| Milestones | |
| 1.2.1 | Completion of the initiation phase |
| 1.2.2 | Completion of the venue selection |
| 1.2.3 | Completion of AV Procurement |
| 1.2.4 | Completion of speaker procurement |
| 1.2.5 | Completion of developing conference packs |
| 1.2.6 | Completion of the management of attendees |
| 1.2.7 | Completion of marketing and web activities |
| 1.2.8 | Completion of the conference |
| 1.3 | Project Closure & Evaluation |

Summary Budget:

The following table contains a summary budget based on the estimated costs of the project activities.

| Project Component | Component Cost - BZD |
|--|----------------------|
| Project Planning Costs | 9,500.00 |
| Conference Operational Planning and Implementation Costs | 274,934.80 |
| Project Closure and Evaluation | 7,563.90 |
| Miscellaneous Costs 10% | 27,493.48 |
| Total | 319,492.18 |

Information Requirements:

| Stakeholders | Report Requirements | Frequency |
|----------------------------|-------------------------------------|--------------|
| Project Sponsors | Summary of updates | Monthly |
| Project Team | Verbal updates | Weekly |
| Speakers | Periodic written and verbal updates | As necessary |
| Suppliers | Periodic written and verbal updates | As necessary |
| Participants and Attendees | Written and verbal updates | As necessary |
| The Government of Belize | Written Updates | As necessary |

Success Criteria:

- Buy-in and support from sponsor and all other stakeholders
- Timely Resolution of Issues

- The proposed project management plan is accepted by the sponsor
- Adherence to Project deadlines: Regular project milestone evaluation will be completed. Notification of any possible delays to the project sponsor on a timely basis.
- Adherence to Budget: Ongoing monitoring of budget to actual amounts spent will be reported to the project sponsor. Action taken when needed if forecasted amounts indicate problems.
- The project is of high quality

Sponsor Acceptance:

Approved by the Project Sponsor:

Tmoguel

Date: _____

Tori Moguel

Managing Partner – Marketing and Event Planning

AArana

Date: _____

Arlette Arana

Managing Partner – Finance

4.2. SCOPE MANAGEMENT PLAN

Introduction:

The scope management plan will be the first document to be developed after the project charter and the change control procedure documents for this project. Its function is to clearly define the scope of the project. The scope plan

will be created via the modification of an online-sourced template to aid in establishing a framework for the development of a project management plan for the organization and hosting of an annual AML/CFT, Anti-Fraud and Financial Crimes Conference. It will include the project scope management approach, roles and responsibilities pertaining to the project scope, definition of the scope, project scope statement, Work breakdown structure (WBS) and WBS dictionary, verification and control measures, scope change control. This plan will outline how the project scope will be defined, developed, and verified. Project Scope Management consists of six (6) processes that spread across planning and monitoring and controlling process groups. These will actively interact throughout the project life cycle, with a focus on the first four (4) processes in this planning phase and the remaining two (2) processes throughout the project life cycle. Figure 10 presents the six (6) processes highlighting the main activities that were undertaken in each to develop the scope management plan for this project.

Figure 10: Project Scope Management Processes (Source: PMBOK® Guide - Sixth Edition, pg. 129)

| Plan Scope Management | Collect Requirements | Define Scope | Create WBS | Validate Scope | Control Scope |
|--|---|---|--|--|--|
| <ol style="list-style-type: none"> 1. Identify stakeholders 2. Meet with stakeholders to gather understanding of project scope 3. Document the project goals, and stakeholder's needs and expectations. | <ol style="list-style-type: none"> 1. Determine the project requirements expectations, budget and deliverables. 2. Document the project requirements expectations, budget and deliverables. | <ol style="list-style-type: none"> 1. Identify and document project tasks 2. Establish and document project scope statement | <ol style="list-style-type: none"> 1. Breakdown the deliverables into small work manageable packages 2. Create WBS artwork | <ol style="list-style-type: none"> 1. Project sponsors will agree and sign off on project scope statement and WBS | <ol style="list-style-type: none"> 1. Monitor the project work against the scope baseline |

Scope Management Approach:

Managing the scope of a project is a critical element of project management. Consequently, all project endeavors must comprise of an established approach to manage the constraints of the project. In this instance, scope is a constraint, to ensure proper management the change control procedures for this project are documented in Appendix 4 clearly outlining the approach and procedures for managing the scope of the project as it relates to the necessary changes.

The roles and responsibilities for managing the scope of this project are clearly defined and outlined in the Change Control Procedure Document. The scope of this project is reflected in the scope statement, the Work Breakdown Structure (WBS), and the WBS Dictionary. As outlined in the Change Control Procedures, a scope change is defined as, “any change which is necessary and impact the project’s scope which may be the result of unforeseen requirements which were not initially planned for.” (Pg. 2). These changes may also impact the budget and the schedule and may require revision of the WBS, project scope statement, and other project documentation. Thus, the project manager and the primary project sponsor will establish and approve documentation for measuring the project scope.

The project manager has the overall responsibility for executing all scope management activities inclusive of changes to the project scope, therefore she must ensure that any approved changes are communicated to the project stakeholders. Additionally, as changes are approved, the project manager must ensure that the changes are captured in the project documentation where necessary. These document updates must then be communicated to the project team and stakeholders as well.

The Change Control Approach for the AML/CFT, Anti-Fraud & Financial Crimes conference project will ensure that all proposed changes are defined, reviewed, and agreed upon so they can be properly implemented and

communicated to all stakeholders. The major benefit is that only the changes within the scope of this project are approved and implemented.

The Change Control Approach consists of three areas:

- Ensure changes are within the scope and beneficial to the project
- Determine how the change will be implemented
- Manage the change as it is implemented

Roles and Responsibilities pertaining to the project scope:

The management process of the project scope for this project will be executed by the project manager, primary sponsor, the project team, and other relevant stakeholders as documented in the project's change control procedures. The chart below provides a detailed breakdown of the roles and responsibilities of the project's stakeholders who are directly involved in the scope management process of the AML/CFT, Anti-Fraud & Financial Crimes Conference project. The purpose for establishing the roles and responsibilities chart is threefold. Firstly, to notify each relevant stakeholder of their roles and responsibilities in the scope management process, secondly, to ensure the smooth operation of the project, and lastly, to ensure that all approved work and only those work are undertaken during the project life cycle.

Chart 9: Scope Management Plan Roles and Responsibilities (Source: Arana, 2021)

| Roles | Responsibilities |
|-----------------|--|
| Project Sponsor | <ul style="list-style-type: none"> • Approve all changes to the budget/funding allocation • Approve all changes to the schedule baseline • Approve any changes in the project scope • Chair the Change Control Board (CCB) |
| Project Manager | <ul style="list-style-type: none"> • Receive and log all change requests from project |

| | |
|----------------------------------|---|
| | stakeholders <ul style="list-style-type: none"> • Conduct preliminary risk, cost, schedule, scope analysis of change prior to CCB • Seek Clarification from change requestors on any open issues or concerns • Make documentation revisions/edits as necessary for all approved changes • Participate on CCB |
| Team Members/ Other Stakeholders | <ul style="list-style-type: none"> • Submit all change requests on standard change request forms • Provide all applicable information and detail on change request forms • Be prepared to address questions regarding any submitted change requests • Provide feedback as necessary on impact of proposed changes |

Scope Definition:

The scope for the AML/CFT, Anti-Fraud & Financial Crimes Conference Project was established through a requirements elicitation process. A sample of one hundred responses has been collected from several players (subject matter experts) within the financial service sector in Belize such as banking, law enforcement, and designated non-financial businesses and professions (DNFBP) to determine the extent of the need to organize and host an AML/CFT conference. This process of expert judgement provided valuable feedback which revealed that there is a pressing need for increased awareness, education and re-education of industry players. The information gathered established the basis for the development of the definition of the project scope. It also aided in the elaboration of a project charter which was the main document used to establish the project description and the deliverables. All operations within this project must comply with the scope and will guide the project manager in managing and controlling the scope. These include: Project Scope Statement, Collection of Requirements, Create the WBS, Validate the Scope & Control the Scope.

Some of the activities include:

- Create and publish Call for Papers
- Seek sponsorship from reputable entities within the AML/CFT sphere (local, regional and international)
- Select Keynote speakers
- Create Registration Form
- Set up conference email
- Identify and select Venue
- Identify and select supplier for AV services
- Identify and select general speakers
- Manage the participants/attendees registration
- Create conference pack (invitations, badges, folders, evaluation sheet)
- Develop marketing and Web-based initiatives (design posters, develop web page, create advertisements, compose and publish press releases, and produce exhibition stands)
- Close project

Project Scope Statement:

The annual AML/CFT, Anti-Fraud & Financial Crimes Conference in Belize project is in response to the pressing need for increased awareness, education and re-education of industry players regarding current and emerging trends in the AML/CFT and Financial crime space. It will establish a project management plan inclusive of all of its subsidiary documents for the successful organization and hosting of an annual AML/CFT, Anti-Fraud Crimes Conference to be held in Belize. Events geared towards educating professionals in the financial service industry have been offering an opportunity for peers to interact,

establish business relationships, and discuss common concerns around the topic.

Project Scope Description:

The project aims to develop a project management plan inclusive of its subsidiary documents for the organization and hosting of an annual AML/CFT, Anti-Fraud & Financial Crimes Conference in Belize.

Project Success Criteria:

- Buy-in and support from sponsor and all other stakeholders
- Timely Resolution of Issues
- The proposed project management plan is accepted by the sponsor
- Adherence to Project deadlines: Regular project milestone evaluation will be completed. Notification of any possible delays to the project sponsor on a timely basis.
- Adherence to Budget: Ongoing monitoring of budget to actual amounts spent will be reported to the project sponsor. Action taken when needed if forecasted amounts indicate problems.
- The project is of high quality

Assumptions:

- A suitable and affordable venue will be procured;
- Funding will be identified and secured for the project;
- Project will not incur cost overruns;
- Project will satisfy local, regional and international standards;
- Project will be completed within the allotted timeframe;

- All purchases will be executed in compliance with the project procurement plan;
- The project will have the full support of the project sponsors, stakeholders, and other personnel (full-time & part-time);
- The project purpose will be communicated to all resources prior to deployment.

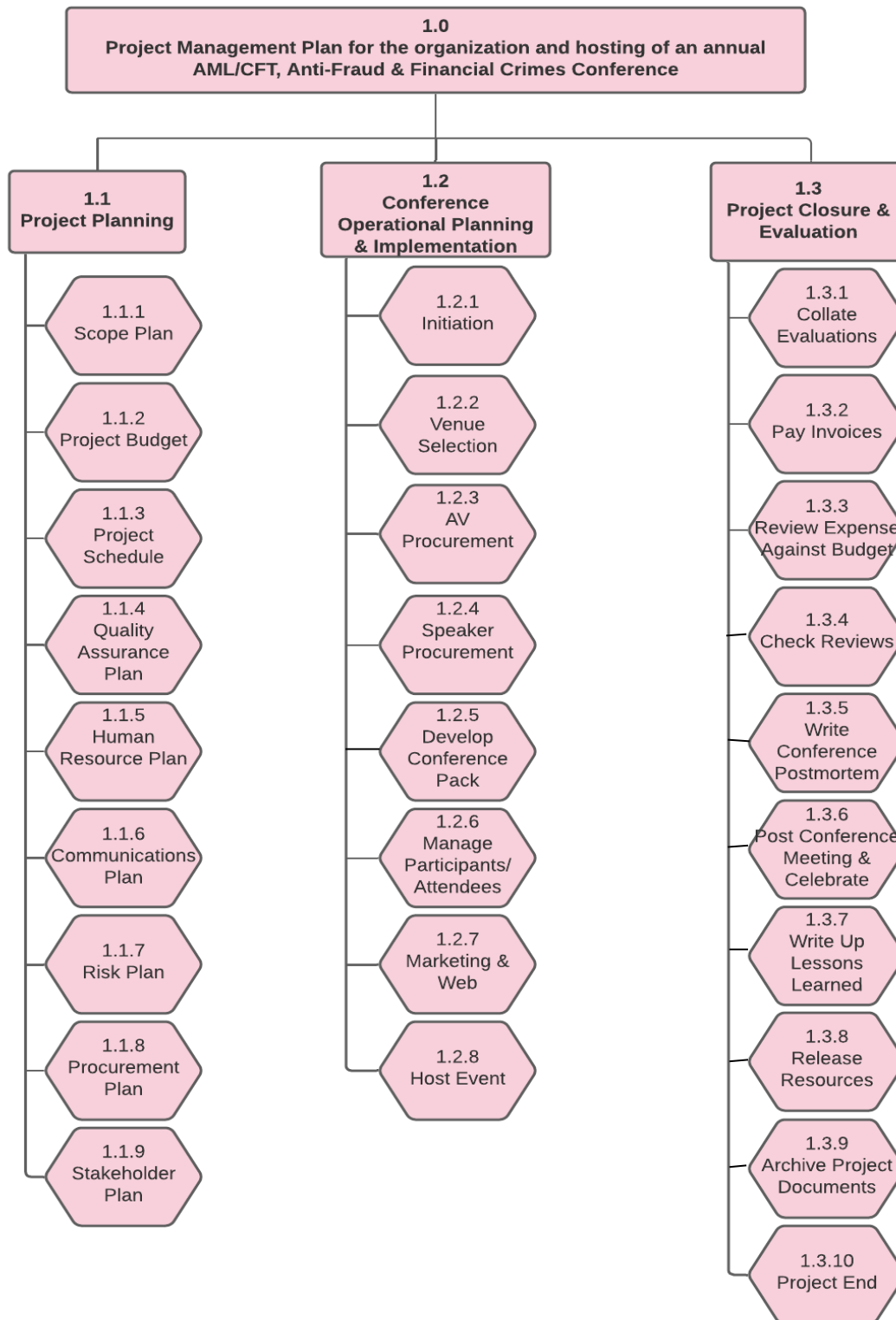
Constraints:

- Part-time resources may not be available for the entire project period or may not be fully committed to the project;
- Adequate funding may not be secured for the successful execution of the project;
- Project team may not be able to meet deadlines due to improper time management.

Work Breakdown Structure (WBS) and WBS Dictionary:

The WBS will be the main vehicle used to manage the activities of the AML/CFT, Anti-Fraud, and Financial Crimes Conference Project. The work required for the successful completion of the project will be broken down and divided into the subsequent three (3) manageable high-level phases using the decomposition method: the project planning phase, the conference operational planning and implementation phase, and the project closure and evaluation phase. Each of these phases will then be sub-divided further down into work packages. Figure 11 presents the WBS structure for the project.

Figure 11: *Work Breakdown structure (Source: Arana, 2021)*



To increase precision and remove any ambiguity when executing the activities of this project, a WBS Dictionary as illustrated in Chart 10 was established. It clearly defines the work necessary for the successful completion of the project through detailed descriptions of each project element, deliverables and resources. The project team will utilize the WBS Dictionary as a statement of work for each element.

Chart 10: WBS Dictionary (Source: Arana, 2021)

| Level | WBS Code | Name of Element | Description of work | Resources |
|----------|----------|---|--|---|
| | 1.0 | Project Management Plan for the organization and hosting of an annual AML/CFT, Anti-Fraud & Financial Crimes Conference | All work to organize and host the annual AML/CFT, Anti-Fraud & Financial Crimes Conference | |
| 1 | 1.1 | Project Planning | The work related to planning the project management aspect of the project | <ul style="list-style-type: none"> • Project Scope • Literature Materials • Internet |
| | 1.1.1 | Scope Plan | Determine the project scope and requirements | <ul style="list-style-type: none"> • Laptop • Internet • Literature |
| | 1.1.2 | Project Budget | Develop the project budget | <ul style="list-style-type: none"> • Laptop • Internet • Literature |
| | 1.1.3 | Project Schedule | Develop the project schedule | <ul style="list-style-type: none"> • Laptop • Internet • Literature |
| | 1.1.4 | Quality Assurance Plan | Develop and document the guidelines and quality metrics for the project | <ul style="list-style-type: none"> • Laptop • Internet • Literature |
| | 1.1.5 | Human Resource Plan | Develop and document the plan for staffing the project | <ul style="list-style-type: none"> • Laptop • Internet • Literature |
| | 1.1.6 | Communications Plan | Develop and document the communications protocols for the project | <ul style="list-style-type: none"> • Laptop • Internet • Literature |
| | 1.1.7 | Risk Plan | Identify and document the risks that can affect the project and the required | <ul style="list-style-type: none"> • Laptop • Internet • Literature |

| | | | | |
|----------|-------|--|--|--|
| | | | mitigation plans | |
| | 1.1.8 | Procurement Plan | Determine and document the resources which will be sourced from outside of the project team | <ul style="list-style-type: none"> • Laptop • Internet • Literature |
| | 1.1.9 | Stakeholder Plan | Establish and document the strategies to manage the project stakeholders | <ul style="list-style-type: none"> • Laptop • Internet • Literature |
| 2 | 1.2 | Conference Operational Planning and Implementation | All works related to planning and implementing the conference | |
| | 1.2.1 | Initiation | Identify the requirements and the purpose for conducting the project and assemble the project team. | <ul style="list-style-type: none"> • Laptop • Internet • Literature |
| | 1.2.2 | Venue Selection | All works related to selecting a venue | <ul style="list-style-type: none"> • Laptop • Internet • List of potential Venue |
| | 1.2.3 | AV Procurement | All works related to securing the appropriate AV equipment and supplies | <ul style="list-style-type: none"> • Laptop • Internet • List of potential suppliers |
| | 1.2.4 | Speaker Procurement | All works related to selecting the speakers for the conference inclusive of keynote speakers | <ul style="list-style-type: none"> • Laptop • Internet • List of potential speakers and call for papers results |
| | 1.2.5 | Develop Conference Pack | All works related to preparing conference documentation and materials (name tags, stationery, folders, souvenirs, evaluation sheet, conference agenda, etc.) | <ul style="list-style-type: none"> • Laptop • Internet • Materials and Supplies |
| | 1.2.6 | Manage Participants/ Attendees | All works related to determining the methods for managing the requirements of the participants/attendees (Travel arrangements, registration, room | <ul style="list-style-type: none"> • Laptop • Internet • Attendee Requirements and personal |

| | | | | |
|----------|-------|--------------------------------|--|--|
| | | | accommodations, catering, in and out sessions, agenda etc.) | information |
| | 1.2.7 | Marketing & Web | All advertising and promotional works for the conference (posters, press releases, signage, etc.) | <ul style="list-style-type: none"> • Project Budget • Laptop • Internet • Supplies and Materials |
| | 1.2.8 | Host Event | All works related to wrapping up the planning phase of the project | <ul style="list-style-type: none"> • Laptop • Internet • Literature |
| 3 | 1.3 | Project Closure and Evaluation | Work related to examining the outcome of the project based on feedback received as well as closing the project | |
| | 1.3.1 | Collate Evaluations | Work related to gathering and analyzing feedback received | <ul style="list-style-type: none"> • Laptop • Internet • Evaluation raw data |
| | 1.3.2 | Pay Invoices | Settling of all expenses related to the conference | <ul style="list-style-type: none"> • Laptop • Internet • Project Budget • Receipts, Purchase Orders and Invoices |
| | 1.3.3 | Review Expense against budget | Determine if the project was execute within or over budget | <ul style="list-style-type: none"> • Laptop • Internet • Budget • Receipts, Purchase Orders and Invoices |
| | 1.3.4 | Check Reviews | Determining the rating of the conference | <ul style="list-style-type: none"> • Laptop • Internet • Reviews compilation |
| | 1.3.5 | Write Conference Postmortem | Project manager formally summarizes the conference experience | <ul style="list-style-type: none"> • Laptop • Internet • Reviews, feedback and evaluation results |

| | | | | |
|--|--------|---|---|---|
| | 1.3.6 | Post Conference meeting and celebration | Project manager and project team meet to share information and provide feedback on the conference | <ul style="list-style-type: none"> • Laptop • Internet • Team Members and other stakeholders • Reviews, feedback and evaluation results |
| | 1.3.7 | Write up lessons learned | Document the lessons learned for the project | <ul style="list-style-type: none"> • Laptop • Internet • Attendee reviews, feedback and evaluation results |
| | 1.3.8 | Release Project Resources | Formal discharge resources from the project | <ul style="list-style-type: none"> • Laptop • Internet • |
| | 1.3.9 | Archive Project Documents | Physical transference of project management plans and other documents established during the project to designated repository | <ul style="list-style-type: none"> • Laptop • Internet • Project management plans and other documents established during the project |
| | 1.3.10 | Project End | | |

Scope Verification:

Scope verification is the process of obtaining the stakeholders' formal acceptance of the completed project scope and associated deliverables. As opposed to verbal agreements, scope verification must be written and documented. For this project, the project manager is responsible to ensure the project deliverables are aligned with the scope baseline. Once the Project Manager verifies that the scope meets the requirements defined in the project

plan, the Project Manager and Sponsor will meet for formal acceptance of the deliverable. During this meeting, the Project Manager will present the deliverable to the Project Sponsor for formal acceptance. The Project Sponsor will accept the deliverable by signing a project deliverable acceptance document. This will ensure that project work remains within the scope of the project on a consistent basis throughout the life of the project.

Scope Control:

Scope Control is part of the monitoring & controlling process group, it is used to manage the actual changes when they occur and is integrated with the other control processes. (*PMBOK® Guide – Sixth Edition*, pg. 168). The Project Manager and the project team will work together to control of the scope of the project. The project team will ensure that they perform only the work described in the WBS dictionary and generate the defined deliverables for each WBS element. The Project Manager will oversee the project team and the progression of the project to ensure that this scope control process is followed. If a change to the project scope is required the process for recommending changes to the scope of the project must be carried out. The change control procedures (Appendix 4) clearly outlines the process for making changes to the project scope.

Sponsor Acceptance:

Approved by the Project Sponsor:

Tmoguel

Date: _____

Tori Moguel

Managing Partner – Marketing and Event Planning

AArana

Date: _____

Arlette Arana - Managing Partner – Finance

4.3. SCHEDULE MANAGEMENT PLAN

Introduction:

The project schedule plan for the AML/CFT, Anti-Fraud and Financial Crimes Conference is the ultimate blueprint and guide of how the project will be implemented. Consequently, the information found herein describes the approach the project team will utilize to create the project schedule, and determine how the team will monitor the project schedule and manage changes after the schedule baseline has been set and approved. The objective is to ensure accurate schedule management of the project works in order to have them completed by planned completion dates. The schedule plan comprises the start and end dates, milestones, and deliverables specific to this project. It is an essential part of the project because it provides the project team, sponsors, and stakeholders with a graphical view of the project's status at any given time during the project life cycle. This high-level view will aid in swift identification and if required, the application of immediate attention to possible slippages, which may occur and result in the project being thrown off track. The schedule plan will be created via the use of an online-sourced template, which was modified based on the project needs.

Schedule Management Approach:

The agreed approach taken to establish the schedule for this project is the critical path method. This will aid in identifying those activities which cannot be compromised and therefore, must be executed for this project to be successful. The scheduling tool encompasses the use of MS Project 2013 software to document and further decompose the deliverables identified in the project's Work Breakdown Structure (WBS). The schedule for this project will also reflect the elaboration of the following four (4) schedule processes: **Define Activities** - Identify the specific work packages which must be performed to

complete each deliverable. **Sequence Activities** - Determine the order of work packages and assign relationships between project activities. **Estimate Activity Duration** - Used to calculate the number of work periods required to complete work packages. **Estimate Resources** - Used to assign resources to work packages to complete schedule development.

Upon development of the project schedule, the project manager, the project team, and the project sponsor will diligently review the project task before formal issuance of the work packages. The project team and resources must agree to the proposed work package assignments, durations, and schedule. Once a consensus is reached, the project sponsor will review and approve the schedule and it will then be baselined. The milestones as highlighted in the project schedule are captioned in Chart 13 located further down in this document. These milestones represent significant points or events in this project.

The chart below provides a detailed breakdown of the roles and responsibilities of the project's stakeholders who are directly involved in the development of the schedule for the AML/CFT, Anti-Fraud & Financial Crimes Conference project.

Chart 11: Roles and Responsibilities (Source: Arana, 2021)

| Roles | Responsibilities |
|-----------------|--|
| Project Manager | <ul style="list-style-type: none"> • Facilitate work package definition, sequencing, estimating duration and resources with the project team. • Create the project schedule using MS Project 2013 and validate the schedule with the project team, stakeholders, and the project sponsor. • Obtain schedule approval from the project sponsor and set the |

| | |
|----------------------------------|--|
| | baseline. |
| Project Sponsor | <ul style="list-style-type: none"> • Participate in reviews of the proposed schedule and approve the final schedule before it is baselined. |
| Team Members/ Other Stakeholders | <ul style="list-style-type: none"> • Responsible for participating in work package definition, sequencing, duration and resource estimating. • Review and validate the proposed schedule and perform assigned activities once the schedule is approved. • Participate in reviews of the proposed schedule and assist in its validation. |

Schedule Control:

The project schedule is to be reviewed and updated as necessary when new or old information is included or removed from the plan. The actual start and end dates accompanied by the percentage of completion will be highlighted. The project manager will be responsible to properly store schedule updates, review meeting minutes, and determine schedule modifications.

The project team will be responsible for participating in schedule updates or review meeting sessions. They are to communicate any changes of the actual start/finish dates to the project manager. Further, they are expected to participate in schedule variance resolution activities as needed. All requests for changes to the project schedule must be effected as per the change control procedures found in Appendix 4.

Schedule Changes and Thresholds:

When the critical path of a project is impacted a warning is triggered, indicating that the schedule may need to be revalidated. If it is deemed that a change in the schedule is warranted upon the completion of the revalidation process, the project manager and the project team must meet to determine the implications and consequences of the overall change to the project. They must identify which tasks will be impacted, the potential deviation the change may entail, and table potential solutions.

To issue a schedule change request to the project sponsor and obtain their approval, it is necessary to have the following two conditions:

- The proposed change is estimated to reduce the duration of an individual work package by 10% or more or increase the duration of an individual work package by 10% or more.
- The change is estimated to reduce the duration of the overall baseline schedule by 5% or more or increase the duration of the overall baseline schedule by 5% or more.

Any change requests that do not fall within these ranges may be submitted to the project manager for approval. Once the change request has been reviewed and accepted, the project manager is responsible for updating the schedule and communicating all changes and impacts to all project stakeholders. The project manager must also ensure that all change requests are archived in the project records repository. Some techniques that may be used to remedy an impacted project schedule include fast-tracking, crashing, or re-baselining depending on the significance of the project.

Scope Change:

Any changes in the project scope, which have been approved by the project stakeholder, will require the project team to evaluate the outcome of the

scope changes on the current schedule. If the project manager determines that the scope change will significantly affect the current project schedule, they may demand that the schedule be re-baselined in concern of any changes, which need to be made as part of the new project scope. The project stakeholder must review and approve this request before the schedule can be re-baselined.

Define Activities:

The activities necessary for the completion of this project will be established in the process. The project manager is responsible to analyze the WBS, the scope statement, and other relevant information to define the activities of the project. The decomposition technique and the expert judgment were used on the various work packages to break down into smaller manageable components until the work package level is reached. The list of activities is located below this level. The project manager is responsible to validate all activities entered into the schedule. Chart 12 details a list of all the activities for this project.

Chart 12: Activity List (Source: Arana, 2021)

| WBS | Task Name | Resource |
|------------|------------------------------------|-----------------|
| 1.1.1 | Scope Management Plan | Project Manager |
| 1.1.2 | Schedule Management Plan | Project Manager |
| 1.1.3 | Cost Management Plan | Project Manager |
| 1.1.4 | Quality Management Plan | Project Manager |
| 1.1.5 | Human Resource Management Plan | Project Manager |
| 1.1.6 | Communication Management Plan | Project Manager |
| 1.1.7 | Risk Management Plan | Project Manager |
| 1.1.8 | Procurement Management Plan | Project Manager |
| 1.1.9 | Stakeholder Management Plan | Project Manager |
| 1.2.1.1 | Review Project Documents | Project Manager |
| 1.2.1.2 | Finalize Sponsorship | Project Manager |
| 1.2.1.3 | Book Conference Resources | Project Manager |
| 1.2.1.4 | Send Conference Email to Marketing | Project Manager |
| 1.2.1.5 | Set up Conference email address | Project Manager |
| 1.2.1.6 | Finalize Conference Theme | Project Manager |
| 1.2.1.7 | Create Registration Form | Project Team |
| 1.2.2.1 | Select venue from preferred list | Project Manager |

| | | |
|---------|---|--------------------------|
| 1.2.2.2 | Send conference specifications to venue | Project Team |
| 1.2.2.3 | Receive quotation | Project Manager |
| 1.2.2.4 | Shortlist venue | Project Manager |
| 1.2.2.5 | Confirm Venue | Project Manager and Team |
| 1.2.2.6 | Make deposit | Team members |
| 1.2.3.1 | Identify suppliers | Project Team |
| 1.2.3.2 | Send product specifications | Project Team |
| 1.2.3.3 | Receive quotation | Project Manager |
| 1.2.3.4 | Shortlist suppliers | Project Manager |
| 1.2.3.5 | Confirm suppliers | Project Manager |
| 1.2.4.1 | Identify speakers | Project Team |
| 1.2.4.2 | Send event briefing | Project Team |
| 1.2.4.3 | Receive availability notification | Project Team |
| 1.2.4.4 | Shortlist speakers | Project Manager |
| 1.2.5.1 | Order badges and folders | Team members |
| 1.2.5.2 | Order stationery | Team members |
| 1.2.5.3 | Create evaluation sheet | Team members |
| 1.2.5.4 | Printing and collation | Team members |
| 1.2.5.5 | Receive badges, folders and stationery | Project Manager |
| 1.2.6.1 | Check online registration process | Team members |
| 1.2.6.2 | Check acknowledgement and acceptance emails | Team members |
| 1.2.6.3 | Prepare attendees list | Team members |
| 1.2.6.4 | Send acknowledgement email | Team members |
| 1.2.7.1 | Create Conference Webpage | Team members |
| 1.2.7.2 | Launch Webpage | Team members |
| 1.2.7.3 | Design Marketing Materials | Team members |
| 1.2.7.4 | Prepare and issue press releases | Team members |
| 1.2.7.5 | Print marketing materials | Team members |
| 1.2.7.6 | Advertise the conference | Team members |
| 1.2.8.1 | Set Up | Project Manager & Team |
| 1.2.8.2 | Registration and check- in | Team members |
| 1.2.8.3 | Execution | Project Manager & Team |
| 1.2.8.4 | Clean Up | Team members |
| 1.3.1 | Collate Evaluation | Project Manager |
| 1.3.2 | Pay Invoices | Project Manager |
| 1.3.3 | Review Expense against Budget | Project Manager |
| 1.3.4 | Check Reviews | Project Manager |
| 1.3.5 | Write Conference Postmortem | Project Manager |
| 1.3.6 | Host Conference Meeting and celebrate with team | Project Manager |
| 1.3.7 | Write Up Lessons Learned | Project Manager |
| 1.3.8 | Release Resources | Project Manager |
| 1.3.9 | Archive Project Documents | Project Manager |
| 1.3.10 | Project End | |

Chart 13: Project Schedule Milestones (Source: Arana, 2021)

| Task Name | |
|-------------------|--|
| Milestones | |
| 1.2.1 | Completion of the initiation phase |
| 1.2.2 | Completion of the venue selection |
| 1.2.3 | Completion of AV Procurement |
| 1.2.4 | Completion of speaker procurement |
| 1.2.5 | Completion of developing conference packs |
| 1.2.6 | Completion of the management of attendees |
| 1.2.7 | Completion of marketing and web activities |
| 1.2.8 | Completion of the conference |
| 1.3 | Project Closure & Evaluation |

Sequence Activities:

Once the activities that are necessary for the completion of the project have been identified, the project manager will be responsible for the sequencing of these work activities, inclusive of identifying and documenting the relationship among them. This will yield the logical execution order where each activity is linked to at the minimum, one appropriate predecessor or successor. The logical relationship established between the activities will ensure the greatest efficiency given the existing project constraints. Chart 14 highlights the list of activities for this project in a logical order.

Chart 14: Activity Sequencing (Source: Arana, 2021)

| | WBS | Task Name | Resource | Duration | Predecessors | Successors |
|----------|------------|--|-----------------|-----------------|---------------------|-------------------|
| 1 | 1 | Schedule for AML/CFT, Anti-Fraud, and Financial Crimes Conference | | 196 days | | |
| 2 | 1.1 | Project Planning | | 45 days | | |
| 3 | 1.1.1 | Scope Management Plan | Project Manager | 5 days | | 4 |
| 4 | 1.1.2 | Schedule Management Plan | Project Manager | 5 days | 3 | 5 |
| 5 | 1.1.3 | Cost Management Plan | Project | 5 days | 4 | 6 |

| | | | | | | |
|----|---------|---|--------------------------|-----------------|----|----------|
| | | | Manager | | | |
| 6 | 1.1.4 | Quality Management Plan | Project Manager | 5 days | 5 | 7 |
| 7 | 1.1.5 | Human Resource Management Plan | Project Manager | 5 days | 6 | 8 |
| 8 | 1.1.6 | Communication Management Plan | Project Manager | 5 days | 7 | 9 |
| 9 | 1.1.7 | Risk Management Plan | Project Manager | 5 days | 8 | 10 |
| 10 | 1.1.8 | Procurement Management Plan | Project Manager | 5 days | 9 | 11 |
| 11 | 1.1.9 | Stakeholder Management Plan | Project Manager | 5 days | 10 | |
| 12 | 1.2 | Conference Operational Planning and Implementation | | 104 days | | |
| 13 | 1.2.1 | Initiation | | 14 days | | |
| 14 | 1.2.1.1 | Review Project Documents | Project Manager | 3 days | | 15 |
| 15 | 1.2.1.2 | Finalize Sponsorship | Project Manager | 3 days | 14 | 16 |
| 16 | 1.2.1.3 | Book Conference Resources | Project Manager | 2 days | 15 | 17 |
| 17 | 1.2.1.4 | Send Conference Email to Marketing | Project Manager | 1 day | 16 | 18 |
| 18 | 1.2.1.5 | Set up Conference email address | Project Manager | 1 day | 17 | 19 |
| 19 | 1.2.1.6 | Finalize Conference Theme | Project Manager | 2 days | 18 | 20 |
| 20 | 1.2.1.7 | Create Registration Form | Team Members | 2 days | 19 | 21,23,31 |
| 21 | 1.2.1.8 | Initiation Complete | | 0 days | 20 | |
| 22 | 1.2.2 | Venue Selection | | 8 days | | |
| 23 | 1.2.2.1 | Select venue from preferred list | Project Manager | 1 day | 20 | 24 |
| 24 | 1.2.2.2 | Send conference specifications to venue | Team Members | 1 day | 23 | 25 |
| 25 | 1.2.2.3 | Receive quotation | Project Manager | 2 days | 24 | 26 |
| 26 | 1.2.2.4 | Shortlist venue | Project Manager | 1 day | 25 | 27 |
| 27 | 1.2.2.5 | Confirm Venue | Project Manager and Team | 1 day | 26 | 28 |
| 28 | 1.2.2.6 | Make deposit | Team | 2 days | 27 | 29,44,45 |

| | | | | | | |
|----|---------|---|-----------------|----------------|----------|-------|
| | | | Members | | | |
| 29 | 1.2.2.7 | Venue Selection Complete | | 0 days | 28 | |
| 30 | 1.2.3 | AV Procurement | | 8 days | | |
| 31 | 1.2.3.1 | Identify suppliers | Team Members | 3 days | 20 | 32 |
| 32 | 1.2.3.2 | Send product specifications | Team Members | 1 day | 31 | 33 |
| 33 | 1.2.3.3 | Receive quotation | Project Manager | 2 days | 32 | 34 |
| 34 | 1.2.3.4 | Shortlist suppliers | Project Manager | 1 day | 33 | 35 |
| 35 | 1.2.3.5 | Confirm suppliers | Project Manager | 1 day | 34 | 36 |
| 36 | 1.2.3.6 | AV Procurement Complete | | 0 days | 35 | 38 |
| 37 | 1.2.4 | Speaker Procurement | | 7 days | | |
| 38 | 1.2.4.1 | Identify speakers | Team Members | 3 days | 29 38 | 39 |
| 39 | 1.2.4.2 | Send event briefing | Team Members | 1 day | 38 | 40 |
| 40 | 1.2.4.3 | Receive availability notification | Team Members | 2 days | 39 | 41 |
| 41 | 1.2.4.4 | Shortlist speakers | Project Manager | 1 day | 40 | 42,46 |
| 42 | 1.2.4.5 | Speaker procurement complete | Project Manager | 0 days | 41 | 57 |
| 43 | 1.2.5 | Develop Conference Pack | | 17 days | | |
| 44 | 1.2.5.1 | Order badges and folders | Team members | 2 days | 28 | |
| 45 | 1.2.5.2 | Order stationery | Team members | 2 days | 28 | |
| 46 | 1.2.5.3 | Create evaluation sheet | Team members | 3 days | 41 | 47 |
| 47 | 1.2.5.4 | Printing and collation | Team members | 5 days | 46 | 48 |
| 48 | 1.2.5.5 | Receive badges, folders and stationery | Project Manager | 2 days | 47 | 49 |
| 49 | 1.2.5.6 | Develop conference pack complete | | 0 days | 48 | |
| 50 | 1.2.6 | Manage Participants/ Attendees | | 9 days | | |
| 51 | 1.2.6.1 | Check online registration process | Team members | 3 days | 62 | 52 |
| 52 | 1.2.6.2 | Check acknowledgement and acceptance emails | Team members | 3 days | 51 | 53 |

| | | | | | | |
|----|--------------|---|--------------------------|----------------|------|----------|
| 53 | 1.2.6.3 | Prepare attendees list | Team members | 2 days | 52 | 54 |
| 54 | 1.2.6.4 | Send acknowledgement email | Team members | 1 day | 53 | 55 |
| 55 | 1.2.6.5 | Manage participants/attendees complete | | 0 days | 54 | |
| 56 | 1.2.7 | Marketing & Web | | 44 Days | | |
| 57 | 1.2.7.1 | Create Conference Webpage | Team members | 10 days | 42 | 58 |
| 8 | 1.2.7.2 | Launch Webpage | Team members | 1 day | 57 | 59 |
| 59 | 1.2.7.3 | Design Marketing Materials | Team members | 5 days | 58 | 60 |
| 60 | 1.2.7.4 | Prepare and issue press releases | Team members | 3 days | 59 | 61 |
| 61 | 1.2.7.5 | Print marketing materials | Team members | 10 day | 60 | 62 |
| 62 | 1.2.7.6 | Advertise the conference | Team members | 15 days | 61 | 63,51 |
| 63 | 1.2.7.7 | Marketing & Web complete | | 0 days | 62 | |
| 64 | 1.2.8 | Host Event | | 6 days | | |
| 65 | 1.2.8.1 | Set Up | Project Manager and Team | 1 | | |
| 66 | 1.2.8.2 | Registration and check- in | Team members | 3 | | 68,67SS |
| 67 | 1.2.8.3 | Execution | Project Manager and Team | 3 | 66SS | |
| 68 | 1.2.8.4 | Clean Up | Team members | 2 days | 66 | 69 |
| 69 | 1.2.8.5 | Host Event Complete | | 0 days | 68 | 71 |
| 70 | 1.3 | Project Closure & Evaluation | | 6 days | | |
| 71 | 1.3.1 | Collate Evaluation | Project Manager | 2 days | 69 | 72,73 |
| 72 | 1.3.2 | Pay Invoices | Project Manager | 2 days | 71 | |
| 73 | 1.3.3 | Review Expense against Budget | Project Manager | 1 day | 71 | 74,75 |
| 74 | 1.3.4 | Check Reviews | Project Manager | 2 days | 73 | 76 |
| 75 | 1.3.5 | Write Conference Postmortem | Project Manager | 2 days | 73 | 77,78,79 |

| | | | | | | |
|-----------|--------|---|-----------------|--------|----|----|
| 76 | 1.3.6 | Host Conference Meeting and celebrate with team | Project Manager | 1 day | 74 | |
| 77 | 1.3.7 | Write Up Lessons Learned | Project Manager | 1 day | 75 | |
| 78 | 1.3.8 | Release Resources | Project Manager | 1 day | 75 | |
| 79 | 1.3.9 | Archive Project Documents | Project Manager | 1 day | 75 | 80 |
| 80 | 1.3.10 | Project End | | 0 days | 79 | |

Estimate Activity Duration Resources:

The project manager will be responsible to estimate the duration of the project and the number of resources required to complete the project activities for this project. The estimate duration of the project will be done through the development of a realistic estimate of the number of work periods and the amount of work required for the completion of each project activity. The analogous estimating technique will be the primary tool used to determine the duration of this project.

In addition to estimating the duration for the project activities, the project manager is also responsible for determining the type of resources and how much of each it will take to successfully complete the project within the assigned period. Consequently, the project manager will be responsible to review the WBS and the list of activities to estimate the resources required for each activity. The Bottom-up estimating, Expert judgment, and Microsoft Project Management Software will be the primary tools and techniques used to accurately determine and select the resources for this project. Chart 15 outlines the activity duration estimates and the estimated resource requirements for each activity of the project.

Chart 15: Estimate Resources and Activity Duration (Source: Arana, 2021)

| WBS | Task Name | Duration | Start | Finish | Resource |
|--------------|--|-----------------|-------------------|-------------------|-----------------|
| 1 | Schedule for AML/CFT, Anti-Fraud, and Financial Crimes Conference | 196 days | 01 Feb '21 | 01 Nov '21 | |
| 1.1 | Project Planning | 45 days | 01 Feb '21 | 2 Apr '21 | |
| 1.1.1 | Scope Management Plan | 5 days | 01 Feb '21 | 05 Feb '21 | Project Manager |
| 1.1.2 | Schedule Management Plan | 5 days | 08 Feb '21 | 12 Feb '21 | Project Manager |
| 1.1.3 | Cost Management Plan | 5 days | 15 Feb '21 | 19 Feb '21 | Project Manager |
| 1.1.4 | Quality Management Plan | 5 days | 22 Feb '21 | 26 Feb '21 | Project Manager |
| 1.1.5 | Human Resource Management Plan | 5 days | 01 Mar '21 | 05 Mar '21 | Project Manager |
| 1.1.6 | Communication Management Plan | 5 days | 08 Mar '21 | 12 Mar '21 | Project Manager |
| 1.1.7 | Risk Management Plan | 5 days | 15 Mar '21 | 19 Mar '21 | Project Manager |
| 1.1.8 | Procurement Management Plan | 5 days | 22 Mar '21 | 26 Mar '21 | Project Manager |
| 1.1.9 | Stakeholder Management Plan | 5 days | 29 Mar '21 | 02 Apr '21 | Project Manager |
| 1.2 | Conference Operational Planning and Implementation | 104 days | 01 Jun '21 | 22 Oct '21 | |
| 1.2.1 | Initiation | 14 days | 01 Jun '21 | 18 Jun '21 | |
| 1.2.1.1 | Review Project Documents | 3 days | 01 Jun '21 | 03 Jun '21 | Project Manager |
| 1.2.1.2 | Finalize Sponsorship | 3 days | 04 Jun '21 | 08 Jun '21 | Project Manager |
| 1.2.1.3 | Book Conference Resources | 2 days | 09 Jun '21 | 10 Jun '21 | Project Manager |
| 1.2.1.4 | Send Conference Email to Marketing | 1 day | 11 Jun '21 | 11 Jun '21 | Project Manager |
| 1.2.1.5 | Set up Conference email address | 1 day | 14 Jun '21 | 14 Jun '21 | Project Manager |
| 1.2.1.6 | Finalize Conference Theme | 2 days | 15 Jun '21 | 16 Jun '21 | Project Manager |
| 1.2.1.7 | Create Registration Form | 2 days | 17 Jun '21 | 18 Jun '21 | Team Members |

| | | | | | |
|--------------|---|----------------|-------------------|-------------------|------------------------|
| 1.2.1.8 | Initiation Complete | 0 days | 18 Jun '21 | 18 Jun '21 | |
| 1.2.2 | Venue Selection | 8 days | 21 Jun '21 | 30 Jun '21 | |
| 1.2.2.1 | Select venue from preferred list | 1 day | 21 Jun '21 | 21 Jun '21 | Project Manager |
| 1.2.2.2 | Send conference specifications to venue | 1 day | 22 Jun '21 | 22 Jun '21 | Team Members |
| 1.2.2.3 | Receive quotation | 2 days | 23 Jun '21 | 24 Jun '21 | Project Manager |
| 1.2.2.4 | Shortlist venue | 1 day | 25 Jun '21 | 25 Jun '21 | Project Manager |
| 1.2.2.5 | Confirm Venue | 1 day | 28 Jun '21 | 28 Jun '21 | Project Manager & Team |
| 1.2.2.6 | Make deposit | 2 days | 29 Jun '21 | 30 Jun '21 | Team Members |
| 1.2.2.7 | Venue Selection Complete | 0 days | 30 Jun '21 | 30 Jun '21 | |
| 1.2.3 | AV Procurement | 8 days | 21 Jun '21 | 30 Jun '21 | |
| 1.2.3.1 | Identify suppliers | 3 days | 21 Jun '21 | 23 Jun '21 | Team Members |
| 1.2.3.2 | Send product specifications | 1 day | 24 Jun '21 | 24 Jun '21 | Team Members |
| 1.2.3.3 | Receive quotation | 2 days | 25 Jun '21 | 28 Jun '21 | Project Manager |
| 1.2.3.4 | Shortlist suppliers | 1 day | 29 Jun '21 | 29 Jun '21 | Project Manager |
| 1.2.3.5 | Confirm suppliers | 1 day | 30 Jun '21 | 30 Jun '21 | Project Manager |
| 1.2.3.6 | AV Procurement Complete | 0 days | 30 Jun '21 | 30 Jun '21 | |
| 1.2.4 | Speaker Procurement | 7 days | 01 Jul '21 | 09 Jul '21 | |
| 1.2.4.1 | Identify speakers | 3 days | 01 Jul '21 | 05 Jul '21 | Team Members |
| 1.2.4.2 | Send event briefing | 1 day | 06 Jul '21 | 06 Jul '21 | Team Members |
| 1.2.4.3 | Receive availability notification | 2 days | 07 Jul '21 | 08 Jul '21 | Team Members |
| 1.2.4.4 | Shortlist speakers | 1 day | 09 Jul '21 | 09 Jul '21 | Project Manager |
| 1.2.4.5 | Speaker procurement complete | 0 days | 09 Jul '21 | 09 Jul '21 | Project Manager |
| 1.2.5 | Develop Conference Pack | 17 days | 01 Jul '21 | 23 Jul '21 | |
| 1.2.5.1 | Order badges and folders | 2 days | 01 Jul '21 | 02 Jul '21 | Team members |

| | | | | | |
|--------------|---|----------------|-------------------|-------------------|--------------------------|
| 1.2.5.2 | Order stationery | 2 days | 01 Jul '21 | 02 Jul '21 | Team members |
| 1.2.5.3 | Create evaluation sheet | 3 days | 12 Jul '21 | 14 Jul '21 | Team members |
| 1.2.5.4 | Printing and collation | 5 days | 15 Jul '21 | 21 Jul '21 | Team members |
| 1.2.5.5 | Receive badges, folders and stationery | 2 days | 22 Jul '21 | 23 Jul '21 | Project Manager |
| 1.2.5.6 | Develop conference pack complete | 0 days | 23 Jul '21 | 23 Jul '21 | |
| 1.2.6 | Manage Participants/ Attendees | 9 days | 10 Sep '21 | 23 Sep '21 | |
| 1.2.6.1 | Check online registration process | 3 days | 10 Sep '21 | 14 Sep '21 | Team members |
| 1.2.6.2 | Check acknowledgement and acceptance emails | 3 days | 15 Sep '21 | 17 Sep '21 | Team members |
| 1.2.6.3 | Prepare attendees list | 2 days | 20 Sep '21 | 21 Sep '21 | Team members |
| 1.2.6.4 | Send acknowledgement email | 1 day | 22 Sep '21 | 22 Sep '21 | Team members |
| 1.2.6.5 | Manage participants/ attendees complete | 0 days | 22 Sep '21 | 22 Sep '21 | |
| 1.2.7 | Marketing & Web | 44 Days | 12 Jul '21 | 09 Sep '21 | |
| 1.2.7.1 | Create Conference Webpage | 10 days | 12 Jul '21 | 23 Jul '21 | Team members |
| 1.2.7.2 | Launch Webpage | 1 day | 26 Jul '21 | 26 Jul '21 | Team members |
| 1.2.7.3 | Design Marketing Materials | 5 days | 27 Jul '21 | 02 Aug '21 | Team members |
| 1.2.7.4 | Prepare and issue press releases | 3 days | 03 Aug '21 | 05 Aug '21 | Team members |
| 1.2.7.5 | Print marketing materials | 10 day | 06 Aug '21 | 19 Aug '21 | Team members |
| 1.2.7.6 | Advertise the conference | 15 days | 20 Aug '21 | 09 Sep '21 | Team members |
| 1.2.7.7 | Marketing & Web complete | 0 days | 09 Sep '21 | 09 Sep '21 | |
| 1.2.8 | Host Event | 6 days | 15 Oct '21 | 22 Oct '21 | |
| 1.2.8.1 | Set Up | 1 | 15 Oct '21 | 15 Oct '21 | Project Manager and Team |
| 1.2.8.2 | Registration and check- in | 3 | 18 Oct '21 | 20 Oct '21 | Team members |
| 1.2.8.3 | Execution | 3 | 18 Oct '21 | 20 Oct '21 | Project Manager and Team |

| | | | | | |
|------------|---|---------------|-------------------|-------------------|-----------------|
| 1.2.8.4 | Clean Up | 2 days | 21 Oct '21 | 22 Oct '21 | Team members |
| 1.2.8.5 | Host Event Complete | 0 days | 22 Oct '21 | 22 Oct '21 | |
| 1.3 | Project Closure & Evaluation | 6 days | 25 Oct '21 | 01 Nov '21 | |
| 1.3.1 | Collate Evaluation | 2 days | 25 Oct '21 | 26 Oct '21 | Project Manager |
| 1.3.2 | Pay Invoices | 2 days | 27 Oct '21 | 28 Oct '21 | Project Manager |
| 1.3.3 | Review Expense against Budget | 1 day | 27 Oct '21 | 27 Oct '21 | Project Manager |
| 1.3.4 | Check Reviews | 2 days | 28 Oct '21 | 29 Oct '21 | Project Manager |
| 1.3.5 | Write Conference Postmortem | 2 days | 28 Oct '21 | 29 Oct '21 | Project Manager |
| 1.3.6 | Host Conference Meeting and celebrate with team | 1 day | 01 Nov '21 | 01 Nov '21 | Project Manager |
| 1.3.7 | Write Up Lessons Learned | 1 day | 01 Nov '21 | 01 Nov '21 | Project Manager |
| 1.3.8 | Release Resources | 1 day | 01 Nov '21 | 01 Nov '21 | Project Manager |
| 1.3.9 | Archive Project Documents | 1 day | 01 Nov '21 | 01 Nov '21 | Project Manager |
| 1.3.10 | Project End | 0 days | 01 Nov '21 | 01 Nov '21 | |

Develop Schedule:

Figure 12: AML/CFT, Anti Fraud & Financial Crimes Conference Project Schedule (Source: Arana, 2021)

| ID | Task Mode | Task Name | Duration | Start | Finish | Predecessor Names | Resource | Successors | Cost | Cost1 | Cost2 | av '20 |
|----|-----------|---|-----------------|-------------------|-------------------|-------------------|---------------|------------|---------------------|---------------------|---------------------|--------|
| 1 | | 1 AML/CFT, Anti Fraud and Financial Crimes Conference | 196 days | 01 Feb '21 | 01 Nov '21 | | | | \$21,498,000 | \$270,500.00 | \$291,998.70 | |
| 2 | | 1.1 Project Planning | 45 days | 01 Feb '21 | 02 Apr '21 | | | | \$4,500.00 | \$5,000.00 | \$9,500.00 | |
| 3 | | 1.1.1 Scope Mgmt Plan | 5 days | 01 Feb '21 | 05 Feb '21 | | Project 4 | | \$500.00 | \$0.00 | \$0.00 | |
| 4 | | 1.1.2 Schedule Mgmt Plan | 5 days | 08 Feb '21 | 12 Feb '21 | 3 | Project 5 | | \$500.00 | \$0.00 | \$0.00 | |
| 5 | | 1.1.3 Cost Mgmt Plan | 5 days | 15 Feb '21 | 19 Feb '21 | 4 | Project 6 | | \$500.00 | \$0.00 | \$0.00 | |
| 6 | | 1.1.4 Quality Mgmt Plan | 5 days | 22 Feb '21 | 26 Feb '21 | 5 | Project 7 | | \$500.00 | \$0.00 | \$0.00 | |
| 7 | | 1.1.5 Human Resource Mgmt Plan | 5 days | 01 Mar '21 | 05 Mar '21 | 6 | Project 8 | | \$500.00 | \$0.00 | \$0.00 | |
| 8 | | 1.1.6 Communication Mgmt Plan | 5 days | 08 Mar '21 | 12 Mar '21 | 7 | Project 9 | | \$500.00 | \$0.00 | \$0.00 | |
| 9 | | 1.1.7 Risk Mgmt Plan | 5 days | 15 Mar '21 | 19 Mar '21 | 8 | Project 10 | | \$500.00 | \$0.00 | \$0.00 | |
| 10 | | 1.1.8 Procurement Mgmt Plan | 5 days | 22 Mar '21 | 26 Mar '21 | 9 | Project 11 | | \$500.00 | \$0.00 | \$0.00 | |
| 11 | | 1.1.9 Stakeholder Mgmt Plan | 5 days | 29 Mar '21 | 02 Apr '21 | 10 | Project | | \$500.00 | \$0.00 | \$0.00 | |
| 12 | | 1.2 Conference Operational Planning and Implementation | 104 days | 01 Jun '21 | 22 Oct '21 | | | | \$16,434,000 | \$258,500.00 | \$274,984.80 | |
| 13 | | 1.2.1 Initiation | 14 days | 01 Jun '21 | 18 Jun '21 | | | | \$1,540.80 | \$7,000.00 | \$8,540.80 | |
| 14 | | 1.2.1.1 Review Project Documents | 3 days | 01 Jun '21 | 03 Jun '21 | | Project 15 | | \$300.00 | \$0.00 | \$0.00 | |
| 15 | | 1.2.1.2 Finalize Sponsorship | 3 days | 04 Jun '21 | 08 Jun '21 | 14 | Project 16 | | \$300.00 | \$0.00 | \$0.00 | |
| 16 | | 1.2.1.3 Book Conference Resources | 2 days | 09 Jun '21 | 10 Jun '21 | 15 | Project 17 | | \$200.00 | \$0.00 | \$0.00 | |
| 17 | | 1.2.1.4 Send Conference Email to Marketing | 1 day | 11 Jun '21 | 11 Jun '21 | 16 | Project 18 | | \$100.00 | \$0.00 | \$0.00 | |
| 18 | | 1.2.1.5 Set up Conference email address | 1 day | 14 Jun '21 | 14 Jun '21 | 17 | Project 19 | | \$100.00 | \$0.00 | \$0.00 | |
| 19 | | 1.2.1.6 Finalize Conference Theme | 2 days | 15 Jun '21 | 16 Jun '21 | 18 | Project 20 | | \$200.00 | \$0.00 | \$0.00 | |
| 20 | | 1.2.1.7 Create Registration Form | 2 days | 17 Jun '21 | 18 Jun '21 | 19 | Team A 21,23, | | \$340.80 | \$0.00 | \$0.00 | |
| 21 | | 1.2.1.8 Initiation Complete | 0 days | 18 Jun '21 | 18 Jun '21 | 20 | | | \$0.00 | \$0.00 | \$0.00 | |
| 22 | | 1.2.2 Venue Selection | 8 days | 21 Jun '21 | 30 Jun '21 | | | | \$698.20 | \$43,500.00 | \$44,198.20 | |
| 23 | | 1.2.2.1 Select venue from preferred list | 1 day | 21 Jun '21 | 21 Jun '21 | 20 | Project 24 | | \$100.00 | \$0.00 | \$0.00 | |
| 24 | | 1.2.2.2 Send conference specifications to venue | 1 day | 22 Jun '21 | 22 Jun '21 | 23 | Team A 25 | | \$85.20 | \$0.00 | \$0.00 | |
| 25 | | 1.2.2.3 Receive quotation | 2 days | 23 Jun '21 | 24 Jun '21 | 24 | Project 26 | | \$200.00 | \$0.00 | \$0.00 | |
| 26 | | 1.2.2.4 Shortlist venue | 1 day | 25 Jun '21 | 25 Jun '21 | 25 | Project 27 | | \$50.00 | \$0.00 | \$0.00 | |
| 27 | | 1.2.2.5 Confirm Venue | 1 day | 28 Jun '21 | 28 Jun '21 | 26 | Project 28 | | \$92.60 | \$0.00 | \$0.00 | |
| 28 | | 1.2.2.6 Make deposit | 2 days | 29 Jun '21 | 30 Jun '21 | 27 | Team A 29,44, | | \$170.40 | \$0.00 | \$0.00 | |
| 29 | | 1.2.2.7 Venue selection complete | 0 days | 30 Jun '21 | 30 Jun '21 | 28 | 38 | | \$0.00 | \$0.00 | \$0.00 | |
| 30 | | 1.2.3 AV Procurement | 8 days | 21 Jun '21 | 30 Jun '21 | | | | \$846.40 | \$25,000.00 | \$25,846.40 | |
| 31 | | 1.2.3.1 Identify suppliers | 3 days | 21 Jun '21 | 23 Jun '21 | 20 | Team A 32 | | \$511.20 | \$0.00 | \$0.00 | |
| 32 | | 1.2.3.2 Send product specifications | 1 day | 24 Jun '21 | 24 Jun '21 | 31 | Team A 33 | | \$85.20 | \$0.00 | \$0.00 | |
| 33 | | 1.2.3.3 Receive quotation | 2 days | 25 Jun '21 | 28 Jun '21 | 32 | Project 34 | | \$50.00 | \$0.00 | \$0.00 | |

| | | | | | | | | |
|--|-----------------|--|--------------------|--|-----------------------|--|--------------------|--|
| Project: Project Schedule - Proj Date: 11 Mar '21 | Task | | Inactive Task | | Manual Summary Rollup | | External Milestone | |
| | Split | | Inactive Milestone | | Manual Summary | | Deadline | |
| | Milestone | | Inactive Summary | | Start-only | | Progress | |
| | Summary | | Manual Task | | Finish-only | | Manual Progress | |
| | Project Summary | | Duration-only | | External Link | | | |

Page 1

| ID | Task Mode | Task Name | Duration | Start | Finish | Predecessor | Resource Names | Successor | Cost | Cost1 | Cost2 | ev '20 |
|----|-----------|--|----------------|-------------------|-------------------|-------------|----------------|-----------|-------------------|--------------------|--------------------|--------|
| 34 | | 1.2.3.4 Shortlist suppliers | 1 day | 29 Jun '21 | 29 Jun '21 | 33 | Project | 35 | \$100.00 | \$0.00 | \$0.00 | T |
| 35 | | 1.2.3.5 Confirm suppliers | 1 day | 30 Jun '21 | 30 Jun '21 | 34 | Project | 36 | \$100.00 | \$0.00 | \$0.00 | |
| 36 | | 1.2.3.6 AV procurement complete | 0 days | 30 Jun '21 | 30 Jun '21 | 35 | | | \$0.00 | \$0.00 | \$0.00 | |
| 37 | | 1.2.4 Speaker Procurement | 7 days | 01 Jul '21 | 09 Jul '21 | | | | \$1,207.60 | \$45,000.00 | \$46,207.60 | |
| 38 | | 1.2.4.1 Identify speakers | 3 days | 01 Jul '21 | 05 Jul '21 | 29 | Team M | 39 | \$511.20 | \$0.00 | \$0.00 | |
| 39 | | 1.2.4.2 Send event briefing | 1 day | 06 Jul '21 | 06 Jul '21 | 38 | Team M | 40 | \$85.20 | \$0.00 | \$0.00 | |
| 40 | | 1.2.4.3 Receive availability notification | 2 days | 07 Jul '21 | 08 Jul '21 | 39 | Team M | 41 | \$511.20 | \$0.00 | \$0.00 | |
| 41 | | 1.2.4.4 Shortlist speakers | 1 day | 09 Jul '21 | 09 Jul '21 | 40 | Project | 42,46 | \$100.00 | \$0.00 | \$0.00 | |
| 42 | | 1.2.4.5 Speaker procurement complete | 0 days | 09 Jul '21 | 09 Jul '21 | 41 | | 57 | \$0.00 | \$0.00 | \$0.00 | |
| 43 | | 1.2.5 Develop Conference Pack | 17 days | 01 Jul '21 | 23 Jul '21 | | | | \$1,052.00 | \$20,000.00 | \$21,052.00 | |
| 44 | | 1.2.5.1 Order badges and folders | 2 days | 01 Jul '21 | 02 Jul '21 | 28 | Team M | | \$85.20 | \$0.00 | \$0.00 | |
| 45 | | 1.2.5.2 Order stationery | 2 days | 01 Jul '21 | 02 Jul '21 | 28 | Team M | | \$85.20 | \$0.00 | \$0.00 | |
| 46 | | 1.2.5.3 Create evaluation sheet | 3 days | 12 Jul '21 | 14 Jul '21 | 41 | Team M | 47 | \$255.60 | \$0.00 | \$0.00 | |
| 47 | | 1.2.5.4 Printing and collation | 5 days | 15 Jul '21 | 21 Jul '21 | 46 | Team M | 48 | \$426.00 | \$0.00 | \$0.00 | |
| 48 | | 1.2.5.5 Receive badges, folders and stationery | 2 days | 22 Jul '21 | 23 Jul '21 | 47 | Project | 49 | \$200.00 | \$0.00 | \$0.00 | |
| 49 | | 1.2.5.6 Develop conference pack complete | 0 days | 23 Jul '21 | 23 Jul '21 | 48 | | | \$0.00 | \$0.00 | \$0.00 | |
| 50 | | 1.2.6 Manage Participants/ Attendees | 9 days | 10 Sep '21 | 22 Sep '21 | | | | \$1,533.60 | \$28,000.00 | \$29,533.60 | |
| 51 | | 1.2.6.1 Check online registration process | 3 days | 10 Sep '21 | 14 Sep '21 | 62 | Team M | 52 | \$511.20 | \$0.00 | \$0.00 | |
| 52 | | 1.2.6.2 Check acknowledgement and acceptance email | 3 days | 15 Sep '21 | 17 Sep '21 | 51 | Team M | 53 | \$511.20 | \$0.00 | \$0.00 | |
| 53 | | 1.2.6.3 Prepare attendees list | 2 days | 20 Sep '21 | 21 Sep '21 | 52 | Team M | 54 | \$340.80 | \$0.00 | \$0.00 | |
| 54 | | 1.2.6.4 Send acknowledgement email | 1 day | 22 Sep '21 | 22 Sep '21 | 53 | Team M | 55 | \$170.40 | \$0.00 | \$0.00 | |
| 55 | | 1.2.6.5 Manage participants/ attendees complete | 0 days | 22 Sep '21 | 22 Sep '21 | 54 | | | \$0.00 | \$0.00 | \$0.00 | |
| 56 | | 1.2.7 Marketing & Web | 44 days | 12 Jul '21 | 09 Sep '21 | | | | \$7,497.60 | \$70,000.00 | \$77,497.60 | |
| 57 | | 1.2.7.1 Create Conference Webpage | 10 days | 12 Jul '21 | 23 Jul '21 | 42 | Team M | 58 | \$1,704.00 | \$0.00 | \$0.00 | |
| 58 | | 1.2.7.2 Launch Webpage | 1 day | 26 Jul '21 | 26 Jul '21 | 57 | Team M | 59 | \$170.40 | \$0.00 | \$0.00 | |
| 59 | | 1.2.7.3 Design Marketing Materials | 5 days | 27 Jul '21 | 02 Aug '21 | 58 | Team M | 60 | \$852.00 | \$0.00 | \$0.00 | |
| 60 | | 1.2.7.4 Prepare and issue press releases | 3 days | 03 Aug '21 | 05 Aug '21 | 59 | Team M | 61 | \$511.20 | \$0.00 | \$0.00 | |
| 61 | | 1.2.7.5 Print marketing materials | 10 days | 06 Aug '21 | 19 Aug '21 | 60 | Team M | 62 | \$1,704.00 | \$0.00 | \$0.00 | |
| 62 | | 1.2.7.6 Advertise the conference | 15 days | 20 Aug '21 | 09 Sep '21 | 61 | Team M | 63,51 | \$2,556.00 | \$0.00 | \$0.00 | |
| 63 | | 1.2.7.7 Marketing and Web complete | 0 days | 09 Sep '21 | 09 Sep '21 | 62 | | | \$0.00 | \$0.00 | \$0.00 | |
| 64 | | 1.2.8 Host Event | 6 days | 15 Oct '21 | 22 Oct '21 | | | | \$2,058.60 | \$20,000.00 | \$22,058.60 | |
| 65 | | 1.2.8.1 Set Up | 1 day | 15 Oct '21 | 15 Oct '21 | | Project | | \$355.60 | \$0.00 | \$0.00 | |
| 66 | | 1.2.8.2 Registration and check-in | 3 days | 18 Oct '21 | 20 Oct '21 | | Team M | 68,675 | \$191.70 | \$0.00 | \$0.00 | |
| 67 | | 1.2.8.3 Breakdown | 3 days | 18 Oct '21 | 20 Oct '21 | 6655 | Project | | \$800.10 | \$0.00 | \$0.00 | |

Project: Project Schedule - Proj
Date: 11 Mar '21

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

| ID | Task Mode | Task Name | Duration | Start | Finish | Predecessor | Resource Names | Successors | Cost | Cost1 | Cost2 | Cost3 | ov 20 |
|----|-----------|---|---------------|-------------------|-------------------|-------------|----------------|------------|-----------------|-------------------|-------------------|-------|-------|
| 68 | | 1.2.8.4 Clean Up | 2 days | 21 Oct '21 | 22 Oct '21 | 66 | Project | 69 | \$711.20 | \$0.00 | \$0.00 | | |
| 69 | | 1.2.8.5 Host Event Complete | 0 days | 22 Oct '21 | 22 Oct '21 | 68 | | 71 | \$0.00 | \$0.00 | \$0.00 | | |
| 70 | | 1.3 Project Closure and Evaluation | 6 days | 25 Oct '21 | 01 Nov '21 | | | | \$563.90 | \$7,000.00 | \$7,563.90 | | |
| 71 | | 1.3.1 Collate Evaluation | 2 days | 25 Oct '21 | 26 Oct '21 | 69 | Project | 72,73 | \$200.00 | \$0.00 | \$0.00 | | |
| 72 | | 1.3.2 Pay Invoices | 2 days | 27 Oct '21 | 28 Oct '21 | 71 | Project | | \$50.00 | \$0.00 | \$0.00 | | |
| 73 | | 1.3.3 Review Expense against Budget | 1 day | 27 Oct '21 | 27 Oct '21 | 71 | Project | 74,75 | \$50.00 | \$0.00 | \$0.00 | | |
| 74 | | 1.3.4 Check Reviews | 2 days | 28 Oct '21 | 29 Oct '21 | 73 | Project | 76 | \$50.00 | \$0.00 | \$0.00 | | |
| 75 | | 1.3.5 Write Conference Postmortem | 2 days | 28 Oct '21 | 29 Oct '21 | 73 | Project | 77,78, | \$50.00 | \$0.00 | \$0.00 | | |
| 76 | | 1.3.6 Post Conference Meeting and celebrate with team | 1 day | 01 Nov '21 | 01 Nov '21 | 74 | Project | | \$88.90 | \$3,500.00 | \$0.00 | | |
| 77 | | 1.3.7 Write Up Lessons Learned | 1 day | 01 Nov '21 | 01 Nov '21 | 75 | Project | | \$25.00 | \$0.00 | \$0.00 | | |
| 78 | | 1.3.8 Release Resources | 1 day | 01 Nov '21 | 01 Nov '21 | 75 | Project | | \$25.00 | \$0.00 | \$0.00 | | |
| 79 | | 1.3.9 Archive Project Documents | 1 day | 01 Nov '21 | 01 Nov '21 | 75 | Project | 80 | \$25.00 | \$2,000.00 | \$0.00 | | |
| 80 | | 1.3.10 Project End | 0 days | 01 Nov '21 | 01 Nov '21 | 79 | | | \$0.00 | \$1,500.00 | \$0.00 | | |

Project: Project Schedule - Proj
Date: 11 Mar '21

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

Page 3

Sponsor Acceptance:

Approved by the Project Sponsor:

Tmoguel

Date: _____

Tori Moguel

Managing Partner – Marketing and Event Planning

AArana

Date: _____

Arlette Arana

Managing Partner – Finance

4.4. COST MANAGEMENT PLAN**Introduction:**

The Cost Management Plan for this project describes how the project costs will be planned, managed, and controlled. It will assist the project manager to determine the overall cost of the project. It should be noted that the project costs determined in this plan are merely an estimation that will become more accurate throughout the project life cycle as more information becomes available. Nonetheless, the project manager needs to have a good understanding of this process to avoid cost overruns.

This plan will be created via the modification of an online-sourced template, it will comprise of the activities used to estimate, allocate, and control the costs of the project. It will produce an approved budget, it will monitor costs throughout the project, and it will provide a basis for decisions to control unexpected or extra costs. By nature, estimates have a variance, (how much the costs could differ based on the final project requirements). The Project manager

should aim to produce cost estimates with narrow variance gaps to ensure a minimal difference between the estimated costs and the actual project budget.

The project manager is responsible for preparing, managing, and reporting on the project's cost throughout the duration of the project. While not explicitly stated in the change control procedures, the project manager is expected to prepare monthly project progress reports, as well as any other reports requested by the project sponsor. The project manager is also responsible for monitoring expenses, commitments, and balance of funds under the project budget lines, and prepare project budget revisions. In general, the Project Manager will assume the overall responsibility for meeting financial delivery targets set out in the agreed annual work plans, reporting on project funds, and related record keeping.

All changes to the budget must be guided and addressed per the change control procedures found in Appendix 4.

Cost Management Approach:

All costs for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project will be managed at the lowest level of the WBS. The projected budget for the development of the Project Management Plan for the organization of the AML/CFT, Anti-Fraud and Financial Crimes Conference project is BZ\$319,492.18 excluding management reserves. Sponsors for the project will include Polished Events Inc. and external sponsors, originating primarily from the domestic banking and non-banking sectors of Belize's financial industry. Polished Events Inc. will contribute approximately BZD30.0M to the conference while the external sponsors will collectively contribute BZD160.0M. Additional funding of BZD150.0M will be sourced from the registration process through ticket sales. In this first instance, the conference will cater for one hundred (100) participants, each ticket will be sold for BZD1,500.00.

The budget has been formulated using the Bottom-up estimating method, where individual activities are estimated to the greatest level of specified detail. To track the project costs, control accounts will also be established at this level. Earned Value calculations for the control accounts will measure and manage the financial performance of the project. Activity cost estimates are detailed on each task. The expenses for the conference were established using general labour, and material costs. Labour cost will be calculated at a rate of BDZ12.50 per hour for the project manager, and BZD10.65 per hour as well for each of the three (3) team members. Together, a total of 1,912 labour hours will be completed for the completion of the project. It should be noted that the project manager with guidance from the project sponsor has the discretion to decide whether to pay resources on a monthly basis or utilizing an hourly rate. The cost for the materials will include all other expenditures associated with the project and will be developed utilizing current market rate for materials and services. A contingency of 10% and management reserve of 5% was also allocated for.

Cost variances of +/- 0.1 in the cost and schedule performance indexes will change the status of the cost to cautionary; as such, those values will be changed to yellow in the project status reports. Cost variances of +/- 0.2 in the cost and schedule performance indexes will change the status of the cost to an alert stage; as such, those values will be changed to red in the project status reports. This will require corrective action from the Project Manager to bring the cost and/or schedule performance indexes below the alert level. Corrective actions will require a project change request and must be approved by the Project Sponsor before it can become within the scope of the project.

Measuring Project Costs:

The performance and progress of this project will be measured using the earned value management method (EVM), subsequently, these four earned value metrics will be used collectively to measure the project's cost

performance: 1). Schedule Variance (SV), 2) Cost Variance (CV), 3) Schedule Performance Index (SPI) and 4) Cost Performance Index (CPI).

The benefit of utilizing these metrics is that they can provide sufficient information on the status and condition of the project at any given point in time. In general, SV & CV are compared against the planned and earned values while PV & EV are compared against actual cost/ expenditure. The calculation formulas are:

$$SV=EV-PV; \quad CV=EV-AV; \quad SPI= EV/PV ; \quad \& \quad CPI= EV/AC$$

Reporting Format:

As part of the monitoring and controlling process for the budget, the project manager will be responsible for preparing cost management reports and sharing them with the project sponsor during the monthly project status meetings or as necessary. The status report should be direct and straight to the point. It should encompass the four earned value metrics identified above as well as the cost variances which fall outside the identified thresholds in this cost management plan. Planned corrective actions must also be included and well supported.

Cost Variance Response Process:

The control thresholds for this project comprise a ceiling and a flooring limit to indicate if the project cost and schedule are performing as intended. The control threshold for this project is a Cost Performance Index (CPI) or Schedule Performance Index (SPI) of less than 0.9 or greater than 1.2. Any figure above or below this range may require corrective actions. The Project Manager is responsible to ensure adequate and timely response to all requests for corrective actions. This includes presenting to the Project Sponsor the established options for corrective actions within five business days from when the cost variance is first reported. Within three business days from when the

Project Sponsor selects a corrective action option, the Project Manager will present the Project Sponsor with a formal Cost Variance Corrective Action Plan. The Cost Variance Corrective Action Plan will detail the actions necessary to bring the project back within budget and how the effectiveness of the actions in the plan will be measured. Upon acceptance of the Cost Variance Corrective Action Plan, it will become a part of the project plan, and thus, the project manager will be responsible for updating the plan to reflect the corrective actions.

Cost Change Control Process:

The cost change control process will follow the established change control procedures documented in Appendix 4. Approvals for project budget/cost changes must be approved by the project sponsor.

Project Budget:

To determine the budget for the AML/CFT, Anti-Fraud and Financial Crimes Conference project, techniques such as cost aggregation, reserve analysis, funding limit reconciliation, and financing from funding sources will be utilized. The project manager is responsible to determine the budget; inclusive of aggregating the estimated costs of individual activities or work packages to establish a cost baseline. The main documents to be used in determining the budget are the scope baseline (project scope statement, work breakdown structure and WBS Dictionary), the schedule management, and this cost management plan. These documents will provide the project manager with information on the project deliverables, the cost estimates, the basis of estimates, and the project schedule. The budget is important to this project, as it will drive the project funding, and provide an indication of how much money is needed and when it is needed.

Additionally, a management reserve of no more than 5% will be added to the cost baseline of the project to address unforeseeable risks. Taken that this reserve is not calculated and is not a part of the cost baseline, the project manager must seek permission to use the reserve whenever any unknown risk occurs. Chart 16 highlights the projected budgeted figures.

Chart 16: Project Budget (Source: Arana, 2021)

| INCOME | | | |
|---|-------------------|---------------------------------------|------------------|
| Registration Fees | 150,000.00 | | |
| Sponsorship (Banking and Non-Deposit Banking Sectors) | 160,000.00 | | |
| In-house Funding | 25,466.79 | | |
| TOTAL | 335,466.79 | | |
| ESTIMATED EXPENDITURE - BZD | | | |
| PROJECT PLANNING | | PROJECT CLOSURE and EVALUATION | |
| Scope Mgnt Plan | 1,055.55 | Collate Evaluations | 414.28 |
| Schedule Mgnt Plan | 1,055.55 | Pay Invoices | 264.28 |
| Cost Mgnt Plan | 1,055.55 | Review Expense against budget | 264.28 |
| Quality Mgnt Plan | 1,055.55 | Check Reviews | 264.29 |
| Human Resource Mgnt Plan | 1,055.55 | Write Conference Postmortem | 264.29 |
| Communications Mgnt Plan | 1,055.55 | Post conference meeting and Celebrate | 3,588.90 |
| Risk Mgnt Plan | 1,055.55 | Write Up Lesson Learned | 239.29 |
| Procurement Mgnt Plan | 1,055.55 | Release Resources | 239.29 |
| Stakeholder Mgnt Plan | 1,055.55 | Archive Project Documents | 2,025.00 |
| TOTAL | 9,500.00 | TOTAL | 7,563.90 |
| OPERATIONAL PLANNING & IMPLEMENTATION | | MISCELLANEOUS COSTS | |
| Initiation | 8,540.80 | Contingency (10%) | 27,493.48 |
| Venue Selection | 44,198.20 | | |
| AV Procurement | 25,846.40 | | |
| Speaker Procurement | 46,207.60 | | |
| Develop Conference Pack | 21,052.00 | | |
| Manage Participants | 29,533.60 | | |
| Marketing & Web | 77,497.60 | | |
| Host Event | 22,058.60 | | |
| TOTAL | 274,934.80 | TOTAL | 27,493.48 |
| | | | |
| Project Planning | | 9,500.00 | |
| Project Closure and Evaluation | | 7,563.90 | |
| Operational Planning & Implementation | | 274,934.80 | |
| Subtotal 1 | | 291,998.70 | |

| | |
|---|-------------------|
| Contingency Reserve | 27,493.48 |
| Subtotal 2 | 319,492.18 |
| Management Reserve (for unknown risks) @ 5% of subtotal 2 | 15,974.61 |
| Overall Cost Estimate | 335,466.79 |

Sponsor Acceptance:

Approved by the Project Sponsor:

Tmoguel

Date: _____

Tori Moguel

Managing Partner – Marketing and Event Planning

AArana

Date: _____

Arlette Arana

Managing Partner – Finance

4.5. QUALITY MANAGEMENT PLAN:

Introduction

Establishing the Quality Management Plan is significant to the success of the AML/CFT, Anti-Fraud, and Financial Crimes Conference project. Its main purpose is to establish standards and metrics to control and manage the quality of the deliverables. Consequently, the project manager in collaboration with the project team will undertake a series of steps to assist in establishing the activities, processes, and procedures to ensure a quality product upon completion of the project. The quality plan will be created via the modification of an online-sourced template. The goals, processes, and responsibilities required to implement effective quality management functions for the project will also be

established as a result of the execution of this plan. The below objectives will be accomplished as a result of the creation of this quality plan.

- The quality management approach will be defined
- Outline of how quality will be planned and managed
- Quality assurance activities will be defined
- Quality control activities will be defined
- Acceptable quality standards will be defined
- Roles and responsibilities
- Quality Measurement

Quality Management Approach:

An integrated and inclusive approach will be utilized to manage the quality of the project for the AML/CFT, Anti-Fraud, and Financial Crimes Conference. This holistic approach is based on the idea that the project **products**, and their **processes**, are considered when defining the project's quality standards, measurement procedures, and continuous improvement methods. The quality plan will help ensure quality is planned for both products and processes. Additionally, it will solidify the Quality Management approach by outlining the specific processes and metrics to assess process and product quality for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project. The metrics which will be used to manage the quality of the project include; Attendee Satisfaction, Attrition Rate, Net Sales, Speaker Engagement, and Attendee Conversion Rate. Further elaboration on these can be found in Chart 13.

Quality Planning:

The quality planning process for this project will identify the quality requirements and standards for the project and document how compliance will be weaved into the project. The deliverables and processes to be reviewed must be outlined in the quality assurance and quality control sections of the plan. The entire project team will be responsible for managing the quality of the project. The project manager and the members of the team will work diligently to identify and document all quality standards, metrics, and applicable checklists for both products and processes.

Establish Quality Standards:

Coupled with the quality assurance, and quality control standards, the process descriptions, standards, and procedures to be used by the team will also be developed in this process. The project manager and the team members will work together to establish the process descriptions, standards, and procedures.

Identify Quality Metrics:

The metrics to be used for this project will be identified in this planning process. The project manager and the team members will collaboratively identify and establish the quality metrics specific to the project. The established metrics will be created from a high-medium level view and should correspond with the previously established quality standards. These metrics will be further refined during the different phases of the project and will be used to evaluate whether the project is achieving its goals or not.

Create Quality Checklists:

This quality plan identifies the quality checklists which will be used for the project. The project manager and the team members will collaboratively define and develop the quality checklists which apply to the project. The quality checklists are an integral part of the process and product quality reviews.

Quality Assurance:

The quality assurance for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project will focus on the processes used to organize and host the conference. It will provide the project team with the confidence necessary to fulfill the quality requirements. It will also aid in confirming that the project processes used to manage and deliver the project's product are effective. To ensure quality, an iterative quality process will be adopted throughout the project life cycle. This process will include measuring process metrics, analyzing process data, and continuous improvement processes.

The project manager will be responsible to schedule and host regular meetings to review the findings of the quality assurance activities. The result should produce process or product improvements. The project manager is responsible for documenting, implementing, and communicating these findings to all team members. Chart 17 outlines the metrics to be used for the project.

Chart 17: Quality Metrics for the Project (Source: Arana, 2021)

| Quality Objective | Metric | Metric Definition | Expected Outcome | Measurement Frequency |
|-----------------------|---|---|--|------------------------|
| Attendee satisfaction | 98%+ or it's equivalent of positive feedback | An indication that the Conference was successful | Increased referrals through word-of-mouth, promotion of Polished Events Inc.'s services, and increased interest in the Annual Conference | Yearly or as necessary |
| Attrition Rate | 2% or less of registered attendees did not attend the event | This indicates the need for increased follow-up, and reminders, and possibly improvement of marketing efforts | Some industry professionals will remain oblivious to current trends and new industry standards | Yearly or as necessary |
| Net sales | 100% of tickets sold | This indicates there is high demand for | A sold-out event and positive sales | Yearly or as necessary |

| | | | | |
|--------------------------|--|--|--|------------------------|
| | | the event | performance | |
| Speaker Engagement | 95% of positive feedback | An indication that the speakers had excellent delivery and connected with the audience | Increased awareness of the topics discussed | Yearly or as necessary |
| Attendee conversion rate | Increase in the amount of returning attendees with 80%+ or its equivalent annually | Indication that the event's content resonated with the target audience | Increase in the number of professionals who attend the conference annually | Yearly or as necessary |

Quality Control:

The quality control for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project will focus on the products and deliverables of the project. It will be used to verify that the deliverables for the project are of suitable quality and that they are thorough and accurate. Quality control includes monitoring project metrics, deliverables, work products, and processes to ensure quality standards are maintained. The project manager will be responsible for scheduling and hosting regular review meetings, where the products, discrepancies, and product improvement initiatives will be discussed. The products utilized in the development of the project will be assessed to identify whether or not the quality standards for the products have been met. Subsequently, physical/performance standards, quality assessment activities, and assessment frequency have been established for the main product deliverables. Chart 18 provides an overview of the quality control standards for these.

Chart 18: Quality Control Standards (Source: Arana, 2021)

| | Product | Physical/ Performance Standards | Quality Assessment Activities | Assessment Frequency |
|--|-----------------|---------------------------------------|-------------------------------------|-------------------------|
| | Keynote Speaker | 1. Keynote speaker | 1. Perusal of | Before |

| | | | | |
|-----------------|------------------|---|--|--|
| Speakers | | <p>must be a professional speaker who has addressed a similar audience five 5+ times prior</p> <p>2. Must be a subject-matter expert who shares specific industry knowledge and expertise</p> | <p>Curriculum Vitae</p> <p>2. Must be highly recommended by event external sponsors</p> | <p>confirming the keynote speaker</p> |
| | General Speakers | <p>1. General speakers must at minimum be a graduate student, PhD candidate or subject matter expert</p> <p>2. Must have addressed similar type audience at least once before</p> | <p>1. Perusal of Curriculum Vitae and submission of suitable abstract</p> | <p>Before selecting the general speakers</p> |
| | Venue Selection | <p>1. Conference facilities and rooms for breakout sessions must exhibit natural light and bright décor</p> <p>4. Conference facilities and rooms for breakout sessions must be equipped with air conditioning</p> <p>3. Accessible and fast wireless internet connection</p> <p>4. Soft and comfortable chairs and tables.</p> | <p>1. Review advertised venue specifications</p> <p>2. Conduct physical onsite visit</p> | <p>Before confirming the venue or As necessary</p> |
| | Audiovisual (AV) | <p>1. The use of high-</p> | <p>1. Physical</p> | <p>As necessary</p> |

| | | | | |
|------------------|-------------------------------------|--|---|--------------|
| Logistics | Procurement | <p>resolution cameras and video camera for taking photographs and recording the event.</p> <p>2. Use of high impedance microphones (5,000 ohms)</p> <p>3. Other equipment must be of good quality (adaptors, projectors, screens, flipcharts, extension leads, etc.)</p> | assessment | |
| | Advertisement and Promotional Items | <p>1. Brochures should be printed on waterproof A5 paper and should be visually appealing with colorful imagery</p> <p>2. Posters should be printed on A3 and A4 gloss art paper</p> | 1. Physical Assessment | As necessary |
| | Menu (food and drinks) | <p>1. Menu should be a full three-course meal with healthy food options of standard portion sizes.</p> <p>2. Room temperature, cold and hot water should be available at all times</p> <p>3. Hot beverages should include, premium coffee, wide selection of teas, and hot chocolate</p> <p>4. Snacks and pastries should be</p> | <p>1. Physical assessment</p> <p>2. Peruse hotel/visitors reviews</p> | As necessary |

| | | | | |
|--|--|--|--|--|
| | | served warm/room temperature and fruit platter should remain chilled | | |
|--|--|--|--|--|

Roles and Responsibilities:

As previously indicated, all members of the project will play a collaborative role in the quality management process. The project team will ensure that work is completed at an satisfactory level of quality starting from individual work packages to the final project deliverable. Specific roles and responsibilities for the quality management process are identified below in Chart 19.

Chart 19: Roles and Responsibilities

| Roles | Responsibilities |
|------------------------|---|
| Project Sponsor | <ul style="list-style-type: none"> • Approve all quality standards for the project • Review the quality plan reports form the project manager • Participate in the resolution of issues which have been escalated • Approve and sign off on the quality management plan |
| Project Manager | <ul style="list-style-type: none"> • Implement the quality management plan • Ensure all tasks, processes, and documentation are compliant with the quality plan • Manage quality throughout the project • Collaborate with the project team members to develop the quality metrics and standards • Ensure team members are compliant with quality management processes • Initiate and participate in quality management reviews • Develop and maintain project |

| | |
|---|---|
| | <p>management plans</p> <ul style="list-style-type: none"> • Establish and maintain the quality control and assurance logs throughout the duration of the project • Escalate non-conformance issues to the project sponsors |
| Project Team Members/ Other Stakeholders | <ul style="list-style-type: none"> • Responsible for quality management throughout the project • Collaborate with the project manager to develop the quality metrics and standards • Participate in quality management reviews as required • Identify lessons learned which could improve processes for future conferences • Ensure compliance with quality management processes |

Quality Measurement:

The products and processes identified in the planning section of this plan must be measured and should fall within the standards that have been established. In the event the quality control standards do not conform with the agreed-upon quality levels, the project manager is responsible for implementing remedial actions. These actions may include establishing logs that may provide some degree of structure and consistency in quality product reviews. The below are examples of quality assurance and quality control logs that will be used when conducting measurements. These will form a part of the project documents.

Quality Control Log:

| ID Number | Review Date | Deliverable Reviewed | Findings | Resolution | Resolution Date |
|-----------|-------------|----------------------|----------|------------|-----------------|
| QC - 1 | | | | | |
| QC - 2 | | | | | |
| QC - 3 | | | | | |

Quality Assurance Log:

| ID Number | Review Date | Process Reviewed | Findings | Resolution | Resolution Date |
|-----------|-------------|------------------|----------|------------|-----------------|
| QA - 1 | | | | | |
| QA - 2 | | | | | |
| QA - 3 | | | | | |

Sponsor Acceptance:

Approved by the Project Sponsor:

Tmoguel

Date: _____

Tori Moguel

Managing Partner – Marketing and Event Planning

AArana

Date: _____

Arlette Arana

Managing Partner – Finance

4.6. HUMAN RESOURCE MANAGEMENT PLAN

Introduction:

The Human Resource Management Plan for this project describes the processes required to identify, acquire and manage the resources for the successful completion of the AML/CFT, Anti-Fraud, and Financial Crimes Conference. It will assist in ensuring the right resources are available at the right time and place. This plan will be created via the modification of an online-sourced template comprising of an analysis of the roles and responsibilities of the project team members, an organizational chart showing the relationship between the project tasks and the team members, and a plan which outlines how the team members will be managed. The latter will include information on how resources will be acquired, inclusive of a utilization timeline, and requirements for developmental training. Additionally, this plan will outline the system which will be utilized for recognition and rewards at the completion of the project, it will also include information on how performance reviews will be conducted. This HR Plan will extend beyond the activities for successful completion of the conference and will be utilized as a tool to maximize the overall efficiency of Polished Events Inc. The purpose of the HR plan is to achieve project success by ensuring that the appropriate human resources are acquired with the necessary skills, resources are trained if any gaps in skills are identified, team building strategies are clearly defined, and team activities are effectively managed.

Roles and Responsibilities:

The HR Plan for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project will clearly define the roles and responsibilities of the team members and stakeholders based on their involvement in the planning and execution of the project. Chart 20 reflects the name, role, time requirements, and assigned responsibilities of the resources.

Chart 20: Human Resources Roles and Responsibilities (Source: Arana, 2021)

| Resource Name | Role | Resource Time Requirement | Responsibilities |
|--|-----------------|---------------------------|--|
| Arlette Arana Tori Moguel (Polished Events Inc.) | Project Sponsor | 9 Months | <ul style="list-style-type: none"> • Provide vision, high-level direction, advice, and guidance • Maintain overall authority for the project • Approve all project plans and documents • Secure and approve funding for the project • Conduct review of project documents, and status • Maintain control of the project scope as change requests are considered |
| Kimberly Sosa | Project Manager | 9 Months | <ul style="list-style-type: none"> • Manage the project • Manage the resources • Manage the budget • Establish project management plans and other project documents • Ensure work activities meet established acceptability criteria • Ensure work activities fall within acceptable variances. • Report project changes, updates, and status to the project sponsor • Ensure project documents and records are placed in a safe and secure location • Foster and maintain good team spirit • Evaluate the performance of all team members |
| Team Member 1 Team Member 2 Team Member 3 | Project Team | 6 Months | <ul style="list-style-type: none"> • Provide collaborative support to the project manager throughout the project • Execute the project schedule |

| | | | |
|--|--|--|---|
| | | | <ul style="list-style-type: none"> • Execute promotion, marketing, and advertising initiatives • Conduct accounting and general operations activities |
|--|--|--|---|

Project Organizational Charts:

RACI Chart

The following RACI chart shows the relationship between project tasks and team members. The project manager is responsible for reviewing and approving any proposed changes to the project responsibilities. Likewise, all changes should be effectuated according to the project's change control procedures, updated and redistributed accordingly.

Key:

R – Responsible for completing the work

A – Accountable for ensuring task completion/sign off

C – Consulted before any decisions are made

I – Informed of when an action/decision has been made

Chart 21: Responsibility Assignment Matrix (Source: Arana, 2021)

| Task Name | Project Sponsor | Project Manager | Team Members |
|-------------------------------------|-----------------|-----------------|--------------|
| Scope Management Plan | A I | R | - |
| Schedule Management Plan | A I | R | - |
| Cost Management Plan | A I | R | - |
| Quality Management Plan | A I | R | - |
| Human Resource Management Plan | A I | R | - |
| Communication Management Plan | A I | R | - |
| Risk Management Plan | A I | R | - |
| Procurement Management Plan | A I | R | - |
| Stakeholder Management Plan | A I | R | - |
| Review Project Documents | A I | R | - |
| Finalize Sponsorship | A I | R | - |
| Book Conference Resources | A I | R | - |
| Send Conference Email to Marketing | A I | R | - |
| Set up the Conference email address | A I | R | - |

| | | | |
|---|-------|---------|---|
| Finalize Conference Theme | A I | R | - |
| Create Registration Form | A I | R | - |
| Select venue from the preferred list | A I | R | - |
| Send conference specifications to venue | I | A C | R |
| Receive quotation | A C | R | - |
| Shortlist venue | A I | R | - |
| Confirm Venue | A I | R A C I | R |
| Make deposit | - | A C I | R |
| Identify suppliers | - | A C I | R |
| Send product specifications | - | A C I | R |
| Receive quotation | A | R | - |
| Shortlist suppliers | A | R | - |
| Confirm suppliers | A | R | - |
| Identify speakers | - | A C I | R |
| Send event briefing | - | A C I | R |
| Receive availability notification | - | A C I | R |
| Shortlist speakers | A | R | - |
| Order badges and folders | - | A C I | R |
| Order stationery | - | A C I | R |
| Create evaluation sheet | - | A C I | R |
| Printing and collation | - | A C I | R |
| Receive badges, folders and stationery | - | R | I |
| Check online registration process | - | A I | R |
| Check acknowledgement and acceptance emails | - | A I | R |
| Prepare attendees list | - | A C I | R |
| Send acknowledgement email | - | A I | R |
| Create Conference Webpage | - | A C I | R |
| Launch Webpage | - | A C I | R |
| Design Marketing Materials | - | A C I | R |
| Prepare and issue press releases | - | A C I | R |
| Print marketing materials | - | A C I | R |
| Advertise the conference | - | A I | R |
| Set Up | - | A C I | R |
| Registration and check- in | - | A C I | R |
| Execution | - | A C I | R |
| Clean Up | I | A C | R |
| Collate Evaluation | I | R | I |
| Pay Invoices | A I | R | - |
| Review Expense against Budget | I | R | - |
| Check Reviews | I | R | I |
| Write Conference Postmortem | I | R | - |
| Host Conference Meeting and celebrate with team | A I | R | - |
| Write Up Lessons Learned | I | R | - |
| Release Resources | A C I | R | - |
| Archive Project Documents | A I | R | - |

Staffing Management:*Resource Acquisition:*

The team for the AML/ CFT, Anti-Fraud, and Financial Crimes Conference project will consist of internal resources. It should be noted that varying degrees of services will be sourced outside of the project team, however, these will not be constituted as direct project works to be performed by project resources, but rather, as stakeholder involvement which will be elaborated in the stakeholder and the procurement management plans. The project manager with the advice of the project sponsor will utilize the project's organizational structure (Figure 3) which was approved in the project charter to identify and assign resources based on the project's need.

Resource Utilization:

Activities to organize and host the AML/CFT, Anti-Fraud, and Financial Crimes Conference will commence on February 1st and culminate on November 1st 2021. The activities of the project will be done in three (3) phases, the first phase will include all planning activities to deliver the project plans. This phase will be executed by the project manager within the first three (3) months of the project with little to no assistance from the other team members. The operational planning and implementation is the second phase of the project and all team members will be directly involved in this phase which will commence June 1st and ending October 22nd 2021. Project closure and evaluation will be the final phase of the project, the project manager will be responsible to complete this phase. This project will comprise 1912 working hours.

Training:

The AML/CFT, Anti-Fraud, and Financial Crimes Conference project will not include a training scheduled as all team members have the required skill sets. However, preliminary meeting sessions will be held with each team member to discuss the expectations as it relates to their roles and

responsibilities in the project. Further, should training requirements be identified, funding will be provided from the project reserve.

Performance Reviews:

The project manager is expected to be familiar with the activities of the work package for each team member. This will help the project manager to accurately evaluate the performance of each team member throughout the project to determine how effective they are in completing the assigned work. Before formally discharging the team members, the project manager will meet with each team member to discuss their performance throughout the project. Thereafter, the project manager will meet with the project sponsor to provide feedback on the performance of the team members. Performance information and feedback details will form a part of the project documents and should be stored in the repository.

Recognition and Rewards:

As the project comes to completion, the project manager will recognize the significant challenges that have been overcome, the individuals that made it happen, and the good job they have done. This will ensure that all resources feel appreciated and that their Team's work has not gone unnoticed. A luncheon/party will be held, and individual tokens of appreciation will be awarded to each team member.

Sponsor Acceptance:

Approved by the Project Sponsor:

Tmoguel

Date: _____

Tori Moguel

Managing Partner – Marketing and Event Planning

AArana

Date: _____

Arlette Arana

Managing Partner – Finance

4.7. STAKEHOLDER MANAGEMENT PLAN

Introduction:

The stakeholder Management Plan for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project is a living document which addresses those with vested interest in the project. Accordingly, the information found herein describes the approach to identify and classify project stakeholders, and determine their power, interest and influence level. The plan will also analyze the communication methodology and the approach which will be used to manage the stakeholders. The objective of this project is two-fold, firstly, it will ensure stakeholders are fully engaged in the different phases and decision making processes of the project. Secondly, it will ensure effective buy-in of the project, as the consortium of information will aid in the identification of key persuasive stakeholders who can provide meaningful input in the project planning process, and champion support for the project as it progresses. The stakeholder plan will be created via the use of an online-sourced template, which will be modified based on the project needs. It will include the following sections **identify stakeholders**, and **stakeholder power/interest classification analysis, stakeholder management approach and stakeholder engagement**.

The varying interest, motivation, expertise and capacity to engage of stakeholders may positively or negatively affect the project, as a result, the project manager is responsible for initiating early and frequent identification and communication with all stakeholders to identify and document their individual

interest. This will assist the project manager to effectively manage and balance these interests, motivation, expertise and capacity to engage while accomplishing all project tasks. The intended audience of this stakeholder management plan includes the project manager, project sponsor, project team, and other essential stakeholders whose support is vital in executing this project.

Identify Stakeholders:

The stakeholders and key stakeholders for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project will be identified through three (3) brainstorming meetings organized and hosted by the project manager. The first meeting will result in the identification of internal stakeholders, the second external stakeholders, and the third overall review and stakeholder analysis. The below criteria will be used to determine if an individual is worthy of inclusion in the stakeholder register.

1. Person or organization directly or indirectly affected by this project;
2. Person or organization in a position to positively influence the project;
3. Person or organization able to impact project resources availability i.e human, financial, and physical resources;
4. Person or organization with specialized capabilities, skills, or services necessary for the project;
5. Person or organization who can potentially benefit from the project; and
6. Person or organization can resist proposed project changes.

Should an individual meet one or more of the above-mentioned criteria, they will be deemed eligible for inclusion in the stakeholder register of the AML/CFT, Anti-Fraud, and Financial Crimes Conference project. The stakeholder plan is a living document, therefore, new stakeholders may be identified at any point in the project life cycle. In such situations, the project manager is responsible to record these individuals and conduct the stakeholder analysis process. The project manager is also responsible to communicate the new additions and the intention for their engagement to the other stakeholders. Chart 22 provides the

stakeholder register matrix for this project. It elaborates the main stakeholders, their primary responsibilities and support, power, and interest levels. Specific areas of concern for the identified stakeholders are also elaborated.

Upon completion of the stakeholder register, a power/interest grid will be populated (see figure 13) for a pictorial representation of the ranking of each stakeholder. As a complement, a stakeholder classification analysis highlighting the support, power, and interest level, specific areas of concerns, and the quadrant in which each stakeholder falls on the power/interest grid will also be established.

Chart 22: Stakeholder Register Matrix (Source: Arana, 2021)

| Stakeholder | Stakeholder Role | Stakeholder Responsibilities | Support Level | Power Level | Interest Level | Quadrant | Concerns of stakeholder | Classification |
|---|------------------|--|---------------|-------------|----------------|----------------|--|----------------|
| Polished Events Inc. (Arlette Arana and Tori Moguel) | Project Sponsor | <ul style="list-style-type: none"> • Aid in identify stakeholders • Provide input into categorization of stakeholders • Provide advice in preparation strategies to be included in the Stakeholder Management Plan • Approve the Stakeholder Management Plan • Play a collaborative role in presenting the project to external Stakeholders | Green | High | High | Manage Closely | <ol style="list-style-type: none"> 1. Ensure the project is completed on time and on budget 2. Is kept abreast of the changes that will be taking place over the period 3. Ensure the proposed tasks are completed and that the project is successful | Internal |

| | | | | | | | | |
|----------------------|------------------------|---|--------------|-------------|-------------|-----------------------|---|-----------------|
| <p>Kimberly Sosa</p> | <p>Project Manager</p> | <ul style="list-style-type: none"> • Initiate effort to develop the stakeholder management plan • Guide initial stakeholder analysis • Complete the stakeholder management plan • Manage the schedule and activities related to stakeholder communications and engagement | <p>Green</p> | <p>High</p> | <p>High</p> | <p>Manage Closely</p> | <ol style="list-style-type: none"> 1. Project is monitored closely and updated accordingly 2. There is proper communication between all stakeholders through the project life cycle 3. Project Management best practices are followed 4. Project goals and objectives are achieved ontime and on budget 5. Project is executed with little or minimal delays or errors | <p>Internal</p> |
|----------------------|------------------------|---|--------------|-------------|-------------|-----------------------|---|-----------------|

| | | | | | | | | |
|--|---|---|-------|------|------|----------------|---|----------|
| Project Team and other applicable stakeholders | Team member 1 Team member 2 Team member 3 | <ul style="list-style-type: none"> Assist in the identification and classification of stakeholders Provide information to support stakeholder communication | Green | High | High | Manage Closely | <ol style="list-style-type: none"> That they are kept informed of the entire project throughout its life cycle They are given the right tools to complete the project tasks | Internal |
| Speakers | Keynote and General Speakers | <ul style="list-style-type: none"> Be well prepared to deliver an engaging, captivating and relevant speech | Green | High | High | Manage Closely | <ol style="list-style-type: none"> They are given the proper information and requirements in adequate time to prepare for the event Agreed conditions are fulfilled | External |
| Attendees | Customers | <ul style="list-style-type: none"> Come with an open mind to learn | Green | High | Low | Keep Satisfied | 1. The event will be as advertised | External |

| | | | | | | | | |
|--------------|----------|---|-------|-----|-----|---------|---|----------|
| Venue Owner | Supplier | <ul style="list-style-type: none"> • Ensure conference facilities and rooms for breakout sessions are clean and available for the contracted dates • Ensure food and drinks are prepared and served as requested • Ensure AV Services are in line with procurement request | Green | Low | Low | Monitor | 1. All relevant information and requests will be made with sufficient time to prepare and deliver | |
| Media Houses | Supplier | <ul style="list-style-type: none"> • Ensure the conference is adequately aired according to airing contract | Green | Low | Low | Monitor | 1. All relevant information and requests will be made with sufficient time to advertise | External |

Stakeholder Power/Interest Classification and Analysis:

The power/interest classification chart for this project classifies all identified stakeholders according to the power they hold in the project as well as their level of interest in the project. Attributes to be considered are low interest, high interest, low power, high power, keep satisfied, manage closely, monitor, or keep informed. **Power** refers to the level of authority the individual has over the project, while **Interest** refers to the level of concern the individual for the project.

| | | | | |
|--------------|-----------------|--|--|---|
| Power | High | Keep Satisfied Customers | Manage Closely Project Sponsor Project Team Keynote and general speakers | Support Level Color Code Supporter and Advocates for Project Blockers and Critics for Project Neutral Support level for Project |
| | Low | Monitor Venue Owner Media Houses | Keep Informed | |
| | Low | | High | |
| | Interest | | | |

Figure 13: *Power/Interest Classification Grid (Source: Arana, 2021)*

Chart 23: *Stakeholder Classification Analysis (Source: Arana, 2021)*

| No. | Stakeholders | Support Level | Power Level | Interest Level | Quadrant |
|-----|------------------------------|---------------|-------------|----------------|----------------|
| 1 | Project Sponsor | Green | High | High | Manage Closely |
| 2 | Project Manager | Green | High | High | Manage Closely |
| 3 | Keynote and General Speakers | Green | High | High | Manage Closely |
| 4 | Customers | Green | High | Low | Keep Satisfied |
| 5 | Supplier - Venue Owner | Green | Low | Low | Monitor |
| 6 | Supplier – Media Houses | Orange | Low | Low | Monitor |

Stakeholder Management and Engagement:

The project manager will be responsible to perform an analysis using the Stakeholder Engagement Assessment Matrix template to identify and confirm the current and desired level of engagement for each stakeholder. “C” will be used to identify the current level of engagement, while “D” will be used to identify the desired level of engagement. Chart 24 represents the stakeholder engagement assessment matrix template for this project. This template will form part of the project documents.

Chart 24: Stakeholder Engagement Assessment Matrix Template (Source, Arana: 2021)

| Stakeholder | Unaware | Resistant | Neutral | Supportive | Leading |
|------------------------------|---------|-----------|---------|------------|---------|
| Project sponsor | | | | C | D |
| Project manager | | | | C | D |
| Keynote and General Speakers | C | | | D | |
| Customers | C | | | D | |
| Supplier - Venue Owner | C | | | D | |
| Supplier – Media Houses | C | | | D | |

To effectively manage stakeholder engagement in the AML/CFT, Anti-Fraud, and Financial Crimes Conference project, the communication plan and strategies previously identified in this document will be used to communicate project-related information to key stakeholders in a proactive and timely manner. Managing stakeholder engagement will help to increase the probability of project success by ensuring that stakeholders clearly understand the project goals, objectives, benefits, and risks. Other project documents such as change control procedures which document techniques to manage project changes, and project issue logs used to collect, document and address concerns raised by stakeholders will also be used to manage the stakeholder engagement process.

The project manager is expected to make every effort to develop a close working relationship with all stakeholders from the start of the project, due to the sporadic interactions which may happen during project execution. This will ensure the project manager becomes acquainted with each stakeholder, and develop a general and current sense of their interest, and power levels. This will assist the project manager to easily detect when a stakeholder is moving within quadrants. Should a stakeholder be identified as moving within a quadrant, the project manager will record the stakeholder's name, role, time of change specifications, and the reason for the movement. This information will be used to adequately reassign stakeholders within quadrants and for the adequate and timely strategic engagement of each of them.

Once the changes have been approved and accepted by the project sponsor, the project manager is responsible to document them in the stakeholder register and develop the proposed communication approach for the respective stakeholder. The project manager is responsible for communicating the amended stakeholder register to all other project stakeholders.

Sponsor Acceptance:

Approved by the Project Sponsor:

Tmoguel

Date: _____

Tori Moguel

Managing Partner – Marketing and Event Planning

AArana

Date: _____

Arlette Arana

Managing Partner – Finance

4.8. COMMUNICATIONS MANAGEMENT PLAN

Introduction:

Clear and open communication is vital for the success of the AML/CFT, Anti-Fraud, and Financial Crimes Conference project. Thus, this communication plan will serve as a guide for communication throughout the life of this project and will be updated as communication changes. This plan will be created via the modification of an online-sourced template. It will assist the project manager to keep the project on track, within budget, and aligned with the project's expectations. It will define the communication requirements and the distribution processes for information. Further, this plan will set the communication framework for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project. It will identify and define the role of each person as it relates to communication within the project. A project team directory will be established to provide contact information and areas of responsibility for all parties directly involved in the project. It will also elaborate on the communications management approach, the communications matrix, flowcharts, meeting guidelines, and standards.

The project manager is responsible for developing the project communication management plan with input from the project sponsor. However, communications management for this project is inclusive and thus, is the responsibility of each member of the project team.

Communication Management Approach:

The agreed approach taken to establish the communications management plan for this project is based on the foundation where the full commitment and involvement of all the team members and key stakeholders is required. This will ensure key players remain aware and informed of the project's communication requirements throughout the life of the project. This

communication plan will provide a pathway for the project's information to flow as the project manager intended, it will also ensure that the right ideas are shared at the right time through the right communication medium.

This project will use a range of practical communication channels to share, and exchange information, ideas, and project documents with internal and external stakeholders. These will include e-mails, telephone conversations, face-to-face meetings (personal communication), Cloud Storage, reports, presentations, announcements, Skype, and Zoom Video conferences.

As the project progresses, and additional requirements become apparent, updates to the communication plan may be required. The project manager is responsible for managing all proposed and approved changes to the communications management plan. Upon approval, the project manager will update the plan and other supporting documentation, thereafter, distribute the updates to the project team and other stakeholders.

Communication Requirements:

The project manager will be responsible for communicating with each stakeholder to determine the communication requirements for this project. This should include information such as the preferred frequency and method of communication for each stakeholder as it relates to this project. Once determined, the project manager will be responsible for documenting and maintaining this information and feedback received in the project's Stakeholder Register. It should be noted that regular project communications will occur in accordance with the Communication Matrix and the stakeholder's register; however, depending on the identified stakeholder communication requirements, allowance may be made for individual communication.

Further to the identification of stakeholders' communication preferences, this plan will identify the project's communication channels. The project manager is responsible for ensuring all means of communication are secured and that all

stakeholders have the necessary access to receive the information to be communicated. The communication matrix and the stakeholder's register will form the basis for all communications for the AML/CFT, Anti-Fraud, and Financial Crimes Conference.

Project Team Directory:

The following table presents contact information for all persons directly involved in this project. The email addresses and phone numbers in this table will be used to communicate with these staff.

Chart 25: Project Team Directory (Source: Arana, 2021)

| Role | Name | Organization | Email | Phone |
|------------------|----------------------|----------------------|--------------------|------------------|
| Project Sponsor | Polished Events Inc. | - | PEI@gmail.com | 011-501-223-5197 |
| Project Manager | Kimberly Sosa | Polished Events Inc. | KSOSAPEI@gmail.com | 011-501-222-5564 |
| Project Resource | Team Member 1 | Polished Events Inc. | TM1PEI@gmail.com | 011-501-615-0964 |
| Project Resource | Team Member 2 | Polished Events Inc. | TM2PEI@gmail.com | 011-501-610-2374 |
| Project Resource | Team Member 3 | Polished Events Inc. | TM3PEI@gmail.com | 011-501-614-2234 |

Communication Methods and Technologies:

The primary communication vehicles used to communicate with the project team are e-mails, telephone conversations, face-to-face meetings (personal communication), Google Drive, reports, presentations, announcements, Skype, and Zoom Video conferences.

Communication Matrix:

The Communication Matrix outlines all project stakeholders and their communication requirements. This includes the communication vehicle for the type of communication that will be conducted; The target audience for the communication vehicle; The description of the purpose of the communication;

The frequency of which the communication will be distributed; The name of the owner of the communication; The distribution vehicle that will be used to disseminate the communication; and Internal or External communication distribution. Chart 23 identifies the communication requirements for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project.

Chart 26: Communication Martix (Source: Arana 2021)

| Communication Vehicle | Target Audience | Description | Frequency | Owner | Distribution Vehicle | Internal/ External |
|---|---|---|--------------|-----------------|----------------------------------|--------------------|
| Kickoff | Project Sponsor Project Team Other Stakeholders | Introduce the project team and the project. Review project objectives and management approach. | Once | Project manager | Face-to-Face | Internal |
| Project Team Meetings | Project Team | Review project status | As necessary | Project Manager | Face-to-Face | Internal |
| Project Status Meetings | Project Sponsor | Update stakeholders on project status | As necessary | Project Manager | Face-to-Face | Internal |
| Finalize Sponsorship | External Project Sponsors | Secure and finalize funding for the project | As necessary | Project manager | Email and Telephone Conversation | External |
| Book Conference Resources | Project Team Members | Develop project team | As necessary | Project Manager | Face-to Face | Internal |
| Send Conference Email to Marketing | Marketing | To launch marketing initiatives | Once | Project Manager | Email | Internal |
| Send conference specifications to venue | Belize Biltmore Plaza | Select, and confirm Venue | As necessary | Project Team | Email | External |
| Send product specifications | AV Specialists | Secure AV equipments | As necessary | Project Team | Email | External |
| Send event briefing | Subject Matter Experts, graduate students, and PhD candidates | Select and confirm the Keynote and General Speakers | As necessary | Project Team | Email | External |
| Order badges and folders | Stationery House | Secure materials and items to prepare conference | Once | Project Team | Email and Telephone Conversation | External |

| | | | | | | |
|---|----------------------------------|--|--------------|-----------------|------------------------------------|----------|
| | | documentation and materials | | | | |
| Order stationery | Stationery House | Secure materials and items to prepare conference documentation and materials | As necessary | Project Team | Email and Telephone Conversation | External |
| Send acknowledgement email | Attendees | Confirm completion of registration | As necessary | Project Team | Email | External |
| Prepare and issue press releases | Media Houses | To advertise and promote the project | As necessary | Project Team | Emails and Google Drive | External |
| Write Conference Postmortem | Project Sponsor and Project Team | Summarize the conference experience | Once | Project Manager | Emails and Google Drive | Internal |
| Host Conference Meeting and celebrate with team | Project Team Members | Celebrate the completion of the project | Once | Project Manager | Face-To-Face and luncheon or party | Internal |
| Release Resources | Project Team Members | Team members will be released from the project | Once | Project Manager | Email/Google Drive | Internal |
| Close Project | Project Sponsor | Project Management Plan, project reports, and other project documents | Once | Project Manager | Email/Google Drive | Internal |

Communication Meeting Guidelines:

All meetings related to the AML/CFT, Anti-Fraud, and Financial Crimes Conference project are to be organized by the project manager where the following best practice guidelines must be adhered to at all times.

Agenda:

The project manager is responsible for establishing and sharing the meeting agenda three (3) business days in advance of the meeting. The first item on the agenda should be a review of action items from the previous meeting.

Minutes:

The project manager is responsible for assigning a team member to document and share meeting minutes. All meeting minutes will be shared within five (5) business days following the meeting. Meeting minutes will include the status of all items from the agenda along with new action items.

Action Items:

All action items are to be recorded in the meeting agenda and the meeting minutes. Action items will include the item to be addressed along with the owner of the item. All meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items arising from the meeting. The review of new action items will include identifying the owner of each action item and the period in which the item must be completed.

Note Taker:

The project manager is responsible for assigning a team member to document the status of all meeting items and take note of anything else of importance during the meeting. The note taker should utilize the traditional pen and paper approach to document the meeting details. The meeting may be

recorded to produce an electronic version of the meeting discussion. It should be noted that this method should not replace the traditional approach but rather, it should be used to provide support. The team member assigned to take notes is responsible for ensuring all information is readily available upon the request of the project manager and/or the project sponsor.

Communication Standards:

For this project, the project manager will utilize standard organizational formats and templates for all formal project communications. Informal project communications should be professional and effective; nonetheless, there are no formal formats and templates to be used. Examples of formal and informal written and verbal project communications are highlighted below in Chart 24.

Chart 27: Communication Standards (Source: Arana, 2021)

| Method | Examples | Frequency |
|------------------|---|---|
| Formal Written | The project management plan, project documents, contracts, other project communications | Used infrequently, but essential for important documents, which go into the project record. |
| Informal Written | Emails, reports, memorandums, use of Google drive | Used frequently to communicate and convey information |
| Formal Verbal | Presentations, Skype, and Zoom conferences | Used for information sharing among project team members or key players of the organization. |
| Informal Verbal | Meetings, telephone conversations, announcements | Used to communicate information quickly and efficiently |

Sponsor Acceptance:

Approved by the Project Sponsor:

Tmoguel

Date: _____

Tori Moguel

Managing Partner – Marketing and Event Planning

AArana

Date: _____

Arlette Arana

Managing Partner – Finance

4.9. RISK MANAGEMENT PLAN

Introduction:

The AML/CFT, Anti-Fraud, and Financial Crimes Conference project team is committed to the identification and prudent management of potential project risks which can positively or negatively affect the project. The primary benefit of identifying these potential risks is to enhance the event's image, the organization's reputation and ensure successful project completion. Accordingly, the information found herein describes the processes, tools, and procedures that will be used to manage and control those events which could impact the project. This plan will be created via the modification of an online-sourced template. It will provide a process for ensuring that risk management is considered and included in the planning and operational aspect of the conference, and provide guidelines for its implementation. This plan will serve as the controlling document for managing and controlling all project risks. In a general sense, it will ensure that negative impacts are minimized and positive impacts are maximized while adequate mitigation plans are established.

Risk Management Approach

The approach to be taken to manage risks for this project will include a methodical process by which the project team will identify, score and rank the various risks. The most likely and highest impact risks will be added to the project schedule to ensure that the assigned risk managers will take the

necessary steps to implement the mitigation response at the appropriate time during the schedule. The project manager will be required to provide status updates on assigned risks in the weekly project team meetings. The Project Manager will be responsible for analyzing risks during the project and managing the risk management process. Based on this analysis, the Project Manager will identify any improvements that can be made to the risk management process for future projects. These improvements will be captured as part of the lessons learned knowledge base.

Risk Identification:

Risks for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project were identified using these approaches; Risk assessment meetings, Data of past similar projects, and Experiences of the team members. These will ensure all potential risks are adequately identified and planned for. The project risks are managed proactively and consistently throughout the project lifecycle. The risk management plan process provides a road map for the successful administration of risks associated with the project. The risk register developed for this project consists of 13 risks that evolved from 6 different risk categories using the risk breakdown structure tool.

The risks categories identified are:

- Management
- Regulatory
- Technical
- External
- Commercial
- Financial

Risk Breakdown Structure:

This risk breakdown structure will serve as the primary method used to manage the aforementioned risks throughout the duration of the project life cycle.

Chart 28: Risk Breakdown Structure (Source: Arana, 2021)

| RBS code | Level 1 (Category) | Level 2 (Type of Risk) | Level 3 (Risk) |
|----------|--------------------|---|---|
| 1.0 | Management | 1.1. Project Management | 1.1.1 Lack of qualified human capital to complete the project tasks |
| 2.0 | Regulatory | 2.1. International Standards for Event Planning | 2.1.1 Ability to adopt and effectively incorporate International Standards in the operational aspect of the project |
| 3.0 | Technical | 3.1 Schedule | 3.1.1 Delayed or none arrival of project materials and equipment. |
| | | 3.2 Scope | 3.2.1 Required skills and knowledge required to successfully produce project and product deliverables may be limited |
| 4.0 | External | 4.1 Force Majeure | 4.1.1 Unfavourable weather conditions may impact the arrival and by extension attendance of participants travelling from abroad (regional and international) |
| 5.0 | Commercial | 5.1 Supplier | 5.1.1 Conference Hall and other facilities unavailable for the date of the conference 5.1.2 Unable to secure preferred Keynote speaker for the conference date 5.1.3 Keynote and General speakers may have last minute cancellation, and cannot fulfill their commitment due to unforeseen circumstances. 5.1.4 Media Houses experience difficulties in effectively advertising and marketing conference details |

| | | | |
|-----|-----------|----------|--|
| | | | 5.1.5 Caterers unable to provide separate menu for attendees who are allergic to specific foods. Separate arrangements will be made for attendees who indicate they suffer from allergies. |
| 6.0 | Financial | 6.1 Cost | 6.1.1 Inflated cost of materials and other required resources 6.1.2 Risk of not preselling all the tickets for the conference. 6.1.3 Sponsors may retract their sponsorship commitment |

Risk Qualification and Prioritization:

To determine the severity of the identified risks, a probability and impact factor will be assigned to each risk. This process will allow the project manager to prioritize risks based on the likelihood of their occurrence and the effect they may have on the project. The project manager will utilize a probability-impact matrix (illustrated in Chart 16) to move each risk to the appropriate place on the chart.

Risk Monitoring:

The Project Manager will have the overall responsibility for documenting, reporting on, and monitoring all project risks in a prudent. Risks identified by members of the project team will be brought to the attention of the Project Manager for analysis. The project risks will be logged in the risk log, updated as required, and assigned a risk owner. Risks may be assigned to other risk owners based on their area of expertise for monitoring and reporting to the Project Manager.

Risk Mitigation and Avoidance:

The project manager and the members of the project team are responsible for developing responses to each identified risk. As more risks are identified, they will be qualified and the team will develop avoidance and mitigation strategies. These risks will also be added to the Risk Register and the project plan to ensure they are monitored at the appropriate times and are responded to accordingly.

The risks for this project will be managed and controlled within the constraints of time, scope, and cost. All identified risks will be evaluated to determine how they affect this triple constraint. The project manager, with the assistance of the project team, will determine the best way to respond to each risk to ensure compliance with these constraints.

Only one of the constraints for this project allows for flexibility as a last resort. If necessary, funding may be added to the project to allow for more resources to meet the time (schedule) and scope constraints. Time and scope are firm constraints and allow for no flexibility. Again, the cost constraint is flexible only in extreme cases where no other risk avoidance or mitigation strategy will work.

Probability Impact and Scales:

The probability and impact of the risks will be classified numerically on a scale of 1 to 3. In this case, an event with level 3 probability is likely to happen and one with level 1 probability is not that likely to happen. Similarly, an event with a level 3 impact would cause critical effects on the project whereas a level 1 impact would not threaten the project greatly.

Probability and Impact Matrix

In order to prioritize risks in advance, it is necessary to come up with a system that allows priority to be given to those risks that are more likely to happen and that would be more critical to the project's objectives. A probability and impact matrix has been determined using the values from the impact and probability scales and multiplying them to determine a Priority Index.

The table below displays the impact and probability matrix and their potential results and level of priority. Level 1 would be low priority and level 9 would be a high priority. The table is also color-coded as a traffic light with green being a low priority, yellow being a medium priority and red being a high priority.

| | | Probability | | |
|----------------------------|----------|-----------------|--------------------|------------------|
| | | Low = 1 | Medium = 2 | High = 3 |
| I m p a c t | High = 3 | High/Low 3 | High/Medium 6 | High/High 9 |
| | Med. = 2 | Medium/Low 2 | Medium/Medium 4 | Medium/High 6 |
| | Low = 1 | Low/Low 1 | Low/Medium 2 | Low/High 3 |

Figure 14: Impact and Probability Matrix (Source: Arana, 2021)

Figure 15 provides a pictorial view of impact and probability calculation results. It links the scores for impact and probability found in a generic risk management plan. The AML/CFT, Anti-Fraud and Financial Crimes Conference project will adopt this system to calculate and determine the impact and probability of the project's identified risks. The information displayed in Figure 14 above explains the calculation method.

Impact and Probability Calculation Results:

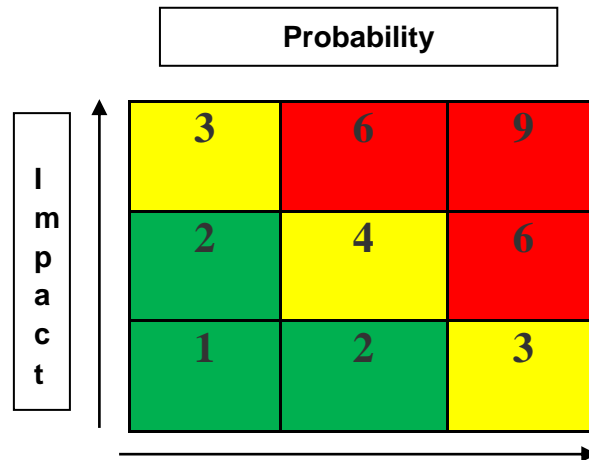


Figure 15: *Impact and Probability Calculation Results (Source: Arana, 2021)*

Risk Register:

A Risk Register was developed to centrally capture the details of the individual project risks. The table below compiles information from the Risk Breakdown Structure as well as the likely cause of each trigger. It also displays the Probability and Impact values as well as their Priority Index, and finally assigns the most likely trigger that would alert the risk owner that the risk is now likely to happen and that responsive actions should begin.

Chart 29: Risk Register (Source: Arana, 2021)

| Risk Category | Risk | P | I | PxI | Cause | Trigger | Risk Response | Owner |
|---------------|---|---|---|-----|--|---|--|-----------------|
| Management | Human Capital | 1 | 3 | 3 | Lack of qualified human capital | Poor work quality | Mitigate: Incorporate training component for team members | Project Manager |
| Regulatory | Industry Standards | 1 | 2 | 2 | Lack of industry standard knowledge | Lack of understanding of industry regulations | Mitigate: Incorporate training component for team members | Project Manager |
| Technical | Delays | 2 | 3 | 6 | Lack of qualified human capital | Delays in fulfilling deliverables | Mitigate: Hire additional team members | Project Manager |
| External | Weather Conditions | 1 | 3 | 3 | Unexpected weather conditions | Forecast for bad weather conditions | Mitigate: Ensure all conference activities are planned to be held indoor | Project Manager |
| Commercial | Resources Goods, Services and supplies | 2 | 3 | 6 | Scarcity in materials to fulfill contracts | Requested services have not been completed by the specific date | Mitigate: Include a clause in the supplier contracts to include a backup plan to source the services requested. | Project Manager |
| Financial | Budget Market | 2 | 3 | 6 | Media houses close down | Cost Overruns Slow ticket Sales | Avoid: Close monitoring of expenditures Mitigate: Increase marketing and advertising initiatives to include social media presence | Project Manager |

Sponsor Acceptance:

Approved by the Project Sponsor:

Tmoguel

Date: _____

Tori Moguel

Managing Partner – Marketing and Event Planning

AArana

Date: _____

Arlette Arana

Managing Partner – Finance

4.10. PROCUREMENT MANAGEMENT PLAN**Introduction:**

This plan outlines the procurement framework for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project. It will serve as a guide for managing procurement throughout the life of the project and will be updated as acquisition needs change. The primary benefit of establishing this plan is to streamline the processes and procedures for identifying and sourcing all external needs and associated resources for the project. Accordingly, the information found herein will identify and define the items to be procured for the organization and hosting of the conference, the types of contracts to be used, the contract approval process, and decision criteria. Other items considered in this plan include procurement risks and procurement risk management considerations, how costs will be determined, how standard procurement documentation will be used, and procurement constraints. This procurement plan will be created via the modification of an online-sourced template.

Procurement Management Approach:

The project manager will provide oversight and management in alliance with the assigned staff of each supplier for all procurement activities under this project. The project manager will work in collaboration with the project team to identify all items to be procured for the successful completion of the project. The project manager and the project sponsor will then review and approve the procurement list. The benefit of this process is to determine whether to acquire outside support and, if so what to acquire, how to acquire it, how much is needed, and when to acquire it.

Procurement Definition:

The following procurement items and/or services have been determined to be essential for the successful completion of the AML/CFT, Anti-Fraud, and Financial Crimes Conference project. As previously mentioned all procurement needs can only be approved by the project manager or the project sponsor. The below list of items/services outlines the procurement needs of the project.

Chart 30: General Items and Services (Source: Arana, 2021)

| Item/Service | Justification | Confirmation Needed By |
|------------------------------------|--|-------------------------------|
| Speakers (Call for Papers) | Required to confirm keynote and general speakers for the conference | 7/8/2021 |
| Venue | Required to secure conference hall and other meeting rooms for the hosting of the conference | 1/9/2021 |
| Media Houses | Required to advertise the conference and gain buy-in | 12/8/2021 |
| Equipment and Audiovisual Services | Required to transform conference facilities and establish the conference | 16/9/2021 |

| | | |
|-----------------|---|-----------|
| | atmosphere. (microphones, video camera, camera, and other equipments) | |
| Printing House | Required to print advertisement and promotional items (Brochures, posters etc.) | 12/8/2021 |
| Food and Drinks | Required to ensure food and drinks are available at during the conference hours | 11/9/2021 |

Contract Type:

All items and services to be procured for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project will be solicited under firm-fixed-price contracts. The project team will work with the assigned staff of each supplier to define the item types, quantities, services, and required delivery dates. The project manager will then solicit bids from various vendors to procure the items within the required time frame and at a reasonable cost under the firm fixed price contract once the vendor is selected.

Procurement Risks:

The AML/CFT, Anti-Fraud and Financial Crimes Conference project is susceptible to experience direct or indirect procurement risks. Consequently, the project manager in collaboration with the project team will be responsible to establish risk mitigation strategies and an emergency management plan. Procurement risk includes:

- Unrealistic schedule and cost expectations for vendors
- Manufacturing capacity capabilities of vendors
- Conflicts with current contracts and vendor relationships
- Potential delays in shipping and impacts on cost and schedule

- Questionable past performance for vendors
- Potential that final product does not meet required specifications

Procurement Risk management:

All project risks will be managed following the project's risk management plan. However, for risks related specifically to procurement, there must be additional consideration and involvement. Accordingly, the procurement risks mentioned above must be carefully assessed and appropriate preventive measures must be formulated. The procurement efforts of the AML/CFT, Anti-Fraud, and Financial Crimes Conference involve external and internal operations that may negatively affect the success of the project. To prevent these risks, all procurement decisions must be approved by the Project Manager. The Project Manager will be responsible for the organization and hosting stakeholder meetings to discuss the procurement risks. In the unfortunate event that risk occurs, the Project Manager must enforce an emergency risk management plan.

Cost Determination:

The AML/CFT, Anti-Fraud and Financial Crimes Conference project will use a Request for Bid (RFB) to secure bids from qualified vendors. Bids submitted will be required to detail the procurement items and the costs of such. The vendors will be required to provide all relevant information to the project manager who will select the most qualified and cost-effective vendor to provide procurement items and services as highlighted in Chart 29.

Standardized Procurement Documentation:

To continually improve procurement efforts, and ensure fairness and transparency in the procurement process, the project manager will be

responsible to establish and identify specific standard documentation for all steps of the procurement management process. These will provide adequate levels of detail which allow for easier comparison of proposals, more accurate pricing, more detailed responses, and more effective management of contracts and vendors.

The project manager will be responsible to maintain a repository on the company's shared drive which contains standard project management and procurement documentation that will be used for this project. Standardized documents for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project procurement activities include:

- Request for Bids
- Firm-Fixed-Price Contract
- Pricing Forms
- Terms and Conditions
- Procurement Audit Form
- Lessons Learned Form
- Procurement Performance Evaluation Form
- Source Selection Criteria

Procurement Constraints:

The project manager will be responsible for identifying and documenting the procurement constraints for this project. The project manager will also be responsible for communicating the identified procurement constraints to the project sponsor, team members, and vendors. Procurement constraints relevant to the project include:

- Scope
- Schedule
- Cost
- Resources

Contract Approval Process:

The first step in the contract approval process is to determine what items or services will require procurement from outside vendors. This will be determined by conducting a cost analysis on products or services which can be provided internally and compared with purchase prices from vendors. Once cost analyses are complete and the list of items and services to be procured externally is finalized, the project manager will send out solicitations to outside vendors. Once solicitations are complete and proposals have been received by all vendors the approval process begins. The first step of this process is to conduct a review of all vendor proposals to determine which meet the criteria established by the project team and the project sponsor. The project manager will be responsible to approve all purchases regardless of the amount.

Decision Criteria:

The criteria for the selection and award of procurement contracts under this project will be established and measured by the Project Manager. The most suitable and qualified vendor will be selected based on the following.

- Quality of Equipment and other procurement requirements (Venue, speakers, media house, printing house, and food and drinks,
- The ability of the vendor to meet the procurement requirements on time
- Cost-effectiveness of the bids
- Comparison between internal sourcing of procurement items and outsourcing from vendors

Vendor Management:

The project manager is ultimately responsible for managing vendors. To ensure the timely delivery and high quality of products from vendors, the project manager will meet as required with each vendor to discuss the progress for

each procured item. The purpose of these meetings is to review all documented specifications for each product as well as to review the quality test findings. This forum will provide an opportunity to review each item's development or the service provided to ensure it complies with the requirements established in the project specifications. It also serves as an opportunity to ask questions or modify contracts or requirements ahead of time to prevent delays in delivery and schedule. The project manager will be responsible for scheduling and hosting these meetings until all items are delivered and are determined to be acceptable.

Sponsor Acceptance:

Approved by the Project Sponsor:

Tmoguel

Date: _____

Tori Moguel

Managing Partner – Marketing and Event Planning

AArana

Date: _____

Arlette Arana

Managing Partner – Finance

CONCLUSIONS

A questionnaire involving several players within the financial service sector was conducted prior to the organization and hosting of the first AML/CFT, Anti-Fraud & Financial Crimes Conference in Belize. The aim was to determine if there was a need to organize and host an AML/CFT, Anti-Fraud & Financial Crimes Conference in Belize. The findings revealed that there is a pressing need for increased awareness, and education and re-education of industry

players. This was due to a lack of understanding of the consequences of non-compliance with FATCA regulations; the different vehicles used to facilitate money laundering were unknown; the need to incorporate effective compliance in both the public and private sectors and a lack of knowledge of how new regulations were affecting everyday business in the financial sphere. Subsequently, an interview was conducted with a professional Event Planner to gather insights to determine key elements for planning an event. These include but were not limited to, developing the budget, establishing the conference theme, selecting event speakers, identifying required resources, and the best communication channels. Information also included identifying the critical path activities of an event, and potential project risks etc. Thus, the annual AML/CFT, Anti-Fraud & Financial Crimes Conference Project intends to provide a platform for the education and re-education of players in the financial industry. It also proposes an atmosphere to stimulate discussions on key interdisciplinary issues, that are affecting the financial AML/CFT sphere in Belize and the wider Latin America (LAC) Region. To ensure effective planning, resource deployment, and a successful conference, a project management plan based on PMI's Project Management principles were developed to guide the activities of the AML/CFT Conference. This plan comprised of the final deliverables of the project that correspond to the subsidiary management plans: scope, schedule, cost, quality, resources, communications, risks, procurement, and stakeholder management plans.

1. A project charter and change control procedures were established to aid in the development and documentation of the project: description, objectives, purpose, scope statement, benefits, assumptions, constraints, and milestones.
2. The scope management plan was the first subsidiary document to be established. This document will be important to the AML/ CFT Conference project as it will aid in the effective management of the project: scope, schedule, budget, and quality.

3. The schedule management plan was the second subsidiary document to be established. It includes the processes required for the timely completion of the project within the time constraints. To further solidify the schedule plan, the following tables along with the project schedule were developed; activity list, activity sequencing, and activity duration schedule. Adapting this document will enable the team to scrutinize each task, their related activities, and requirements to ensure efficient use of the project's limited resources to yield maximum results within the projected time.

4. The cost management plan was the third subsidiary document to be established. It is the third specific objective of the project and it outlines how the project costs will be planned, managed, and controlled. The cost management plan will be important to the project as it will form the basis for planning and estimating the total costs of the project. Additionally, it will produce an approved budget, it will monitor costs throughout the project, and it will provide a basis for decisions to control unexpected or extra costs.

5. The quality management plan was the fourth subsidiary document to be established as part of the project management plan for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project. It was developed to identify the quality management approach, quality requirements/standards, quality assurance, quality control, and quality control measures for the project. The importance of this plan is that it defines how quality will be managed throughout the project. Additionally, taken that this will be the first event of its kind to be organized and hosted by Polished Events Inc. their experience is rather limited, thus to ensure success, quality must be properly weaved into the project's product and processes.

6. The Human resource management plan ensures the project team can meet the demands of the project. It makes provision for the allocation of the right resources at the right time. Coupled with identifying the required resources,

information such as roles and responsibilities, project organizational chart (RACI Chart), and the staffing management approach were identified and documented.

7. The Stakeholder Management Plan was developed to successfully identify, classify, manage, and engage stakeholders throughout the project life cycle. The project stakeholder register, power/interest classification analysis, and stakeholder management and engagement processes were established to provide more information to effectively manage and engage all stakeholders. The plan also highlights the communication approach which will be used to manage the project stakeholders.

8. The Communications Management Plan was the sixth subsidiary document to be established as part of the project management plan for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project. It was developed to establish the communication requirements, the stakeholders, the methods and technologies that will be used, and the communication matrix for the project. Communication is inclusive, therefore, all members of the project team are responsible for communication management.

9. The Risk Management Plan provides a road map for the successful administration of risks associated with the project. It identifies and documents the project risks for effective risk responses to be planned and executed if need be.

10. The Procurement Management Plan was the final subsidiary document to be established as part of the project management plan for the AML/CFT, Anti-Fraud, and Financial Crimes Conference project. It was developed to serve as a guide for managing procurement throughout the life of the project. It helped to determine whether to acquire outside support and, if so what to acquire, how to acquire it, how much is needed, and when to acquire it.

RECOMMENDATIONS

The annual AML/CFT, Anti-Fraud & Financial Crimes Conference Project will be the first of its kind to be held in the country of Belize.

1. Project manager to establish a manual and an electronic central project documents repository to stores all project documents for easy access and future reference.
2. Project manager and team members to attend similar type conferences/events regionally and internationally to gain more experience, broaden their knowledge and build their capacity in the events planning sphere.
3. Project manager should consider increasing the amount of full-time project team members, especially if they intend to continue hosting similar type conferences.
4. To aid in efficient time and resource planning, the Project manager should recommend that the organization invest in applicable current and updated schedule management software licenses.
5. Given the importance of this project to the country of Belize, Polished Events Inc. should extend its reach and seek a partnership alliance with the Central Bank to co-fund and host similar conferences at least once a year.
6. The owners of Polished Events Inc. should consider engaging qualified internal and external auditors to conduct yearly audits of their finances.
7. The Project team to conduct in-depth training on project quality management tools and processes. This will ensure that everyone understands the minimum standard requirements and can maneuver the tools in order to deliver quality project and product deliverables.
8. Implement a mitigation plan with actions to be taken should the conference fail in meeting the project's expectations.

9. Establish a human resource talent registry to include project resumes for team members. This will provide the project manager with readily available and easily accessible historical information on past project resources.

10. The Project manager in collaboration with the shareholders of Polished Events Inc. should establish policies where standard organizational formats and templates are reviewed and updated annually based on applicable International Standards. This will ensure the formats and templates remain current, and relevant as effective communication processes are established.

11. The Project manager should ensure standards and guidelines for identifying internal, and external stakeholders are established. This will ensure all potential stakeholders are identified and considered for the execution of the project.

12. The Project manager should ensure appropriate management reserve is accounted for within the project's budget. The Management Reserve will address the known and unknown risks which may affect the project.

13. The Project manager should maintain, clear, open, and honest risk communication with all stakeholders to ensure effective risk management.

14. The Project manager should recommend the development of a claims administration process and procedures that would provide guidance on how to manage contested changes due to legal dispute experienced in this and future projects.

BIBLIOGRAPHY

Abdilahi, M. S., Fakunle, F. F., & Fashina, A. A. (2020) Exploring the extent to which PSM processes influence implementation of telecommunication projects. 11(5), 1-17.

- Alexander, M. (2020, May 15). *What is project scope? Defining and outlining project success*. CIO. <https://www.cio.com/article/3542776/what-is-project-scope-defining-and-outlining-project-success.html>
- Birmingham, P., & Wilkinson, David. (2003). *Using Research Instruments*. Taylor & Francis.
- Bloomenthal, A. (2020, September 16). *What You Should Know About Deliverables*. Investopedia. <https://www.investopedia.com/terms/d/deliverables.asp>
- Davidson Frame, J. (2014). Reconstructing Project Management. *Project Management Journal*, 45(1), pp.e2-e2.
- United States Department of State. (2016, March). *2016 International Narcotics Control Strategy Report - Volume II (Money Laundering and Financial Crimes)*. Bureau for International Narcotics and Law - Enforcement Affairs. <https://2009-2017.state.gov/documents/organization/253983.pdf>
- Bureau of Labor Statistics. (2020, September 1). *Occupational Outlook Handbook: Meeting, Convention, and Event Planners*. US Department of Labor. <https://www.bls.gov/ooh/business-and-financial/meeting-convention-and-event-planners.htm>
- Chen. J (2019, June 21). *Mission Statement*. Investopedia. <https://www.investopedia.com/terms/m/missionstatement.asp>
- CFI. (n.d). *What is a Vision Statement?*. Corporate Finance Institute. <https://corporatefinanceinstitute.com/resources/knowledge/strategy/vision-statement/>
- CFI. (n.d). *What are Products and Services?*. Corporate Finance Institute. <https://corporatefinanceinstitute.com/resources/knowledge/other/products-and-services/>

- Detroit Engineered Products. (n.d.). *Analytical Method*.
<https://www.depusa.com/solutions/services/product-development-services/analytical-method/>
- Devaney, E. (n.d). *9 Types of Organizational Structures Every Company Should Consider*. <https://blog.hubspot.com/marketing/team-structure-diagrams>
- Harvard Library. (November 2020). *Secondary Sources*.
<https://guides.library.harvard.edu/HistSciInfo/secondary>
- Healey Library. (n.d). *Primary Sources*.
<https://umb.libguides.com/PrimarySources/secondary>
- Definitions.net. (n.d.) Information Source.
<https://www.definitions.net/definition/information+source>
- Kenton, W. (2020, July). *Anti-Money Laundering*.
<https://www.investopedia.com/terms/a/aml.asp>
- Kvale, S. (1996). *InterViews: An Introduction to Qualitative Research Interviewing*. Sage, Thousand Oaks, CA.
- Leedy, P. D., & Ormrod, J. E. (2001). *Practical Research: Planning and Design*. Upper Saddle River: Prentice-Hall.
- Leedy, P. & Ormrod, J. (2015) Leedy, P. D., & Ormrod, J. E. (2015). *Practical Research: Planning and Design, Global Edition*. Boston: Pearson.
- Library & Information Science Network. (October 2018). *Information Sources*.
 Lisbd. <http://www.lisbdnet.com/sources-of-information/>
- Maynard, P.D. (n.d.). *The New Emerging Caribbean Anti Money Laundering Regime, with Special reference to The Bahamas*.
http://www.maynardlaw.com/documents/new_emerging_caribbean_anti_mone.htm
- MyMG. (n.d) *Project*. MyManagementGuide.
<https://mymanagementguide.com/basics/what-is-a-project/>

- Projectmanagementdocs (n.d.) Change Management Plan, Retrieved from <https://www.projectmanagementdocs.com/template/project-planning/change-management-plan>
- Projectmanagementdocs (n.d.) Communications Management Plan, Retrieved from <https://www.projectmanagementdocs.com/template/project-planning/communications-management-plan>
- Projectmanagementdocs (n.d.) Cost Management Plan, Retrieved from <https://www.projectmanagementdocs.com/template/project-planning/cost-management-plan>
- Projectmanagementdocs (n.d.) Human Resource Plan, Retrieved from <https://www.projectmanagementdocs.com/template/project-planning/human-resource-plan>
- Projectmanagementdocs (n.d.) Procurement Management Plan, Retrieved from <https://www.projectmanagementdocs.com/template/project-planning/procurement-management-plan>
- Projectmanagementdocs (n.d.) Project Charter, Retrieved from <https://www.projectmanagementdocs.com/template/project-initiation/project-charter-multi-page-version>
- Projectmanagementdocs (n.d.) Quality Management Plan Template, Retrieved from <https://www.projectmanagementdocs.com/template/project-planning/quality-management-plan>
- Projectmanagementdocs (n.d.) Risk Management Plan Template, Retrieved from <https://www.projectmanagementdocs.com/template/project-planning/risk-management-plan>
- Projectmanagementdocs (n.d.) Schedule Management Plan Template, Retrieved from <https://www.projectmanagementdocs.com/template/project-planning/schedule-management-plan>

- Projectmanagementdocs (n.d.) Scope Management Plan Template, Retrieved from <http://www.projectmanagementdocs.com/project-planning-templates/scope-management-plan>
- Projectmanagementdocs (n.d.) Stakeholder Management Plan Template, Retrieved from <https://www.projectmanagementdocs.com/template/project-initiation/stakeholder-management-strategy>
- Project Management Institute (2017). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition*. Newton Square, PA: Author.
- Qu, S. & Dumay, J. (2011). *The Qualitative Research Interview*. Qualitative Research in Accounting & Management.
- Rajasekar, S., Philominathan, P., & Chinnathambi, V. (2013). *Research Methodology*. Eprint arXiv: physics/0601009v3, 1-53. <http://arxiv.org/pdf/physics/0601009>.
- Seton Hall University Library. (n.d). *Primary sources*. library.shu.edu/primarysources <https://library.shu.edu/primarysources>
- Sofaer, S. (1999, December 1). *Qualitative Methods: what are they and why use them?* <https://www.ncbi.nlm.nih.gov/pmc/articles/pmid/10591275/>
- Takona, J. P. (2002). *Educational Research: Principles and Practice*. San Jose [etc.: Writers Club Press
- Thwink.org (2014). *Analytical Method*. <https://www.thwink.org/sustain/glossary/AnalyticalMethod.htm>
- Williams, C. (2007). Research Methods. *Journal of Business & Economics Research (JBER)*, 5(3). <https://doi.org/10.19030/jber.v5i3.2532>
- Woodward. M. (July 2020). *What is Event Management?* <https://www.thebalancesmb.com/what-is-event-management-4067066>

YourDictionary (n.d). *Constraints*. <https://www.yourdictionary.com/constraint>

APPENDICES

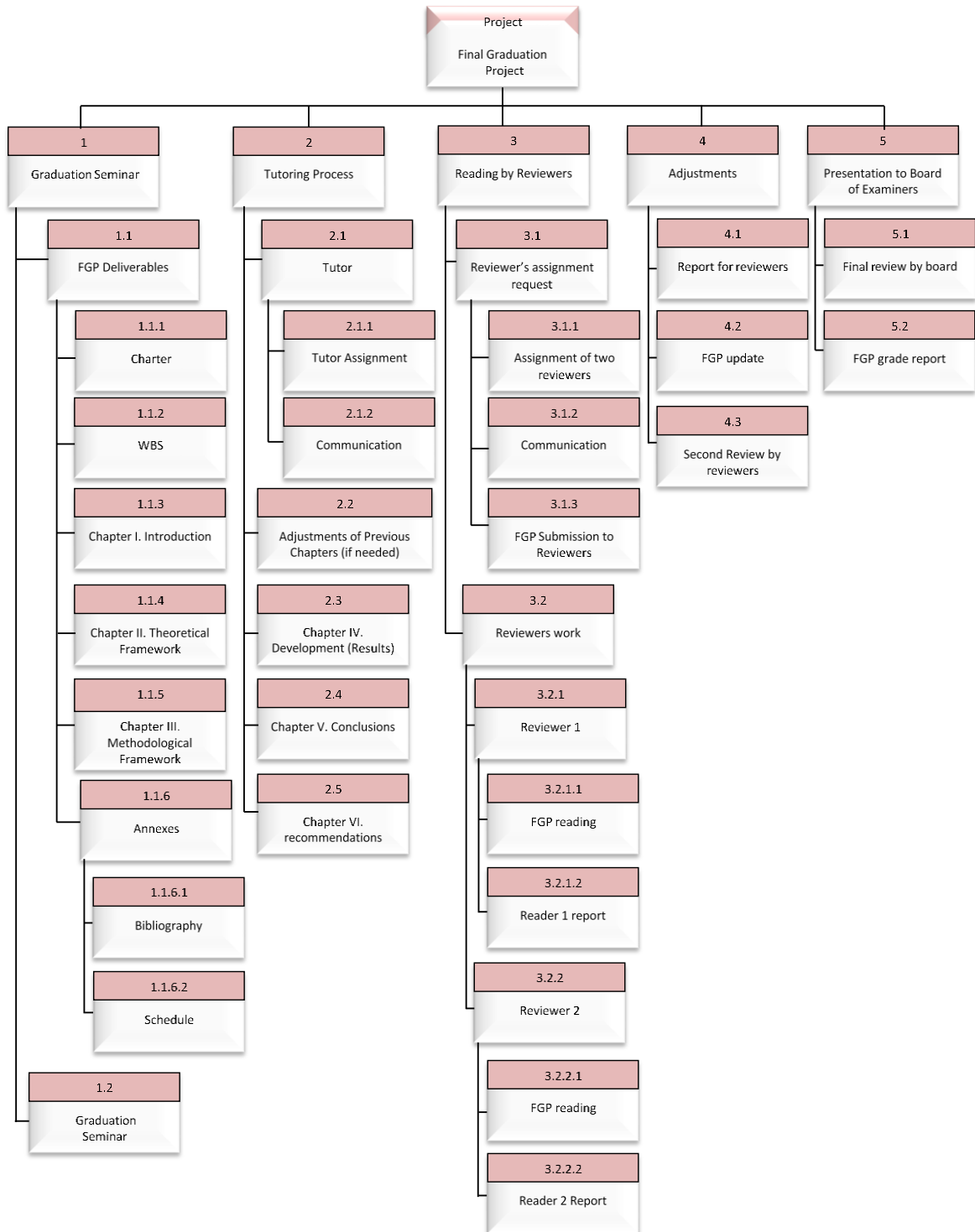
Appendix 1: FGP Charter

| PROJECT CHARTER | |
|--|--|
| Date: | Project Name: |
| October 26,2020 | Project Management Plan for the organization and hosting of an annual Anti-Money Laundering (AML)/ Counter-Financing of Terrorism (CFT), Anti-Fraud & Financial Crimes Conference in Belize project. |
| Knowledge Areas / PM Processes: | Application Area (Sector / Activity): |
| <p>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</p> <p>PM Process Groups: Initiating Planning Executing Monitoring & Controlling Closing</p> | Event Planning and Management Anti-Money Laundering (AML) and Counter-Financing of Terrorism (CFT) |
| Project Start Date: | Project Finish date: |
| October 26, 2020 | April 23, 2021 |
| Project Objectives (General and Specific): | |
| <p>General Objective: The general objective of this FGP is to develop a project management plan based on PMI's Project Management principles for the organization and hosting of an annual AML/CFT, Anti-Fraud and Financial Crimes Conference in Belize. This project will serve as a model for effective planning, resource deployment, and continuous success for Polished Events Inc.</p> <p>Specific Objectives:</p> <ol style="list-style-type: none"> 1. To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project and to produce the project management plan. 2. To create a Scope Management Plan to ensure that all required work is completed. 3. To create a Schedule Management Plan to ensure that the project is finished on-time. 4. To develop a Cost Management Plan to ensure that the project is executed within budget. 5. To create a Quality Management Plan to ensure sponsor requirements and project deliverables are produced. 6. To create a Resource Management Plan so that the team can meet the demands of the project. 7. To develop a Communications Management Plan to ensure that all stakeholders are provided with information on the status project 8. To create a Risk Management Plan to ensure that all risks are identified, documented and planned for. | |

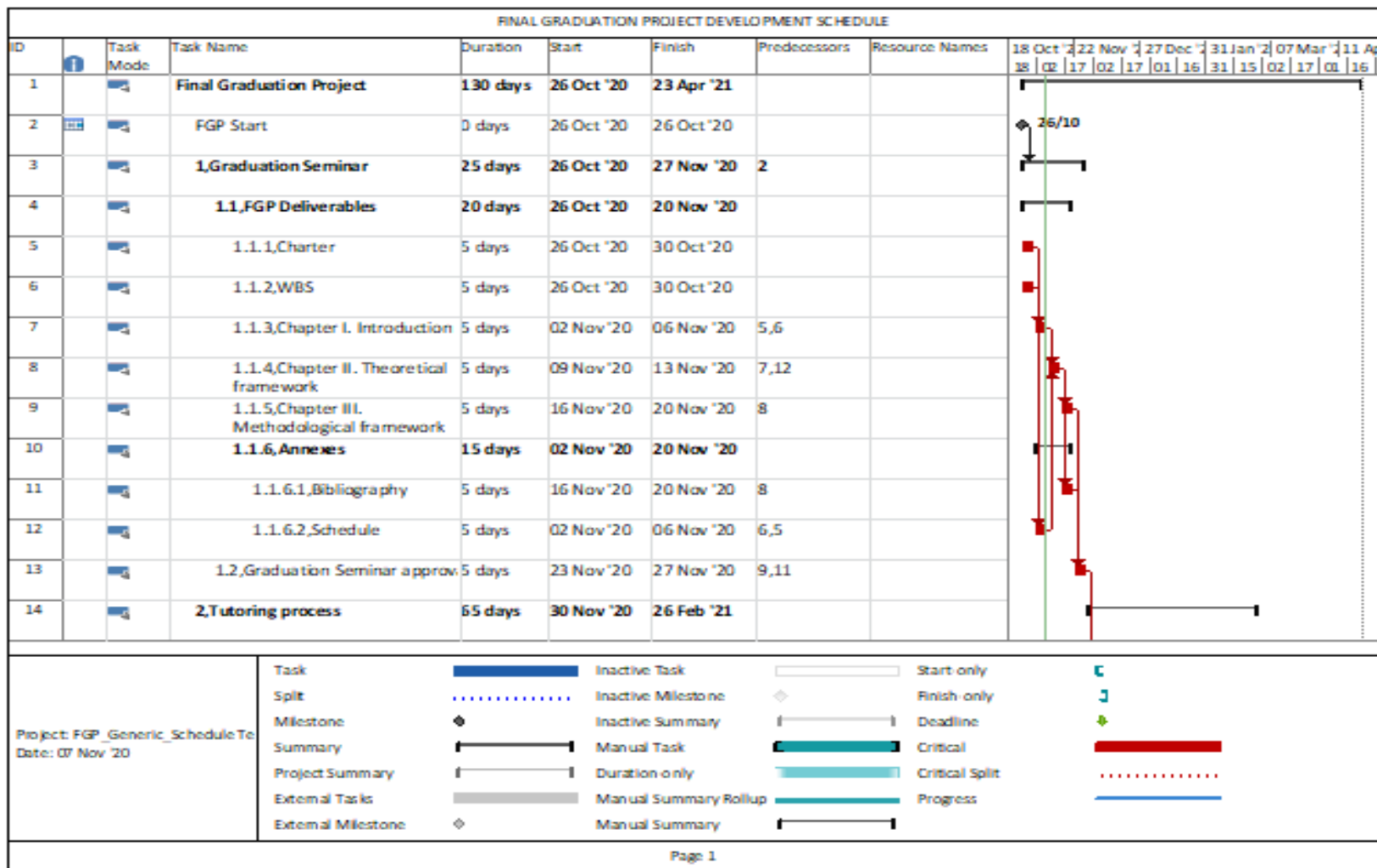
| |
|---|
| <p>9. To develop a Procurement Management Plan to ensure that the make-or-buy analysis is conducted, and procurement needs are identified</p> <p>10. To create a Stakeholders Management Plan to ensure that all participants affected by the project are identified</p> |
| <p>Project purpose or justification (merit and expected results):</p> <p>This FGP is being executed in partial fulfilment of the Master in Project Management program (MPM) program at the University for International Cooperation (UCI) in Costa Rica. Prior to this, a Graduation Seminar has to be completed which includes the student's selection of a project topic to be developed later. The project being undertaken includes the development of a project management plan for the organization and hosting of an annual Anti-Money Laundering (AML)/Counter-Financing of Terrorism (CFT), Anti-Fraud & Financial Crimes Conference in Belize.</p> <p>For years, the event planning industry has played an important role in connecting people and communities. However, as time progressed, the lives of many became more demanding, resulting in people having little to no time to plan important events for themselves. Thus, the need to outsource event planning services increased. According to research data, "job growth for meeting, convention and event planners is expected to grow at a rate of 8% from 2019 to 2029" (U.S. Bureau of Labor Statistics, 2020). Further, the event planning industry accounts for 3.65% of the current labor market globally.</p> <p>Based on the apparent opportunity in the event planning industry, Polished Events Inc. was established in 2019 as a Corporation for the purpose of planning, organizing and managing events such as meetings, conferences, workshops, among others. Being a relatively new business, the aim of this FGP is to develop a Project Management Plan, inclusive of all relevant project documents, that can be used by Polished Events Inc. as a model for effective planning, resource deployment and guaranteed continuous success of the business.</p> |
| <p>Description of Product or Service to be generated by the Project – Project final deliverables:</p> <p>The Project Management Plan is for the organization and hosting of an annual AML/ CFT, Anti-Fraud and Financial Crimes Conference in Belize. It is inclusive of the following:</p> <ol style="list-style-type: none"> 1. A document which defines the work that must be done throughout the project. 2. A document which schedules the activities of the project to ensure efficient use of time. 3. A document that outlines how the project costs will be planned, funded and controlled. 4. A document that provides suitable standards to be adopted in the management of the project. 5. A document that outlines how resources will be allocated and maximized. 6. A document which defines the communications requirements for the project and how information will be distributed. 7. A document that outlines how risk will be identified, documented and addressed. 8. A document that defines the procurement requirements for products and services and how they will be sourced and managed. 9. A document that identifies all stakeholders and their involvement in the project. |
| <p>Assumptions:</p> <ol style="list-style-type: none"> 1. It is assumed that FGP requirements will remain the same, as changes may cause delay or rework. 2. It is assumed that the FGP template will remain the same. 3. It is assumed that the pre-estimated time period for the FGP will be sufficient for completion. 4. It is assumed that the FGP can be completed by one (1) person. |
| <p>Constraints:</p> <p>Cost: There may be unexpected costs in order to complete the Final Graduation Project (FPG) document.</p> <p>Resources: Limited amount of persons available to work on the project.</p> <p>Time: The pre-established time frame set by UCI for each of the FGP development phase is limited. The project should be completed in five (5) months, taking into consideration public holidays and other program requirements.</p> <p>Quality: Difficult to complete assignment and prepare documentation for the Final Graduation Project (FPG) document.</p> <p>Scope: There may be ambiguity in interpreting the information provided for the FGP.</p> |
| <p>Preliminary Risks:</p> |

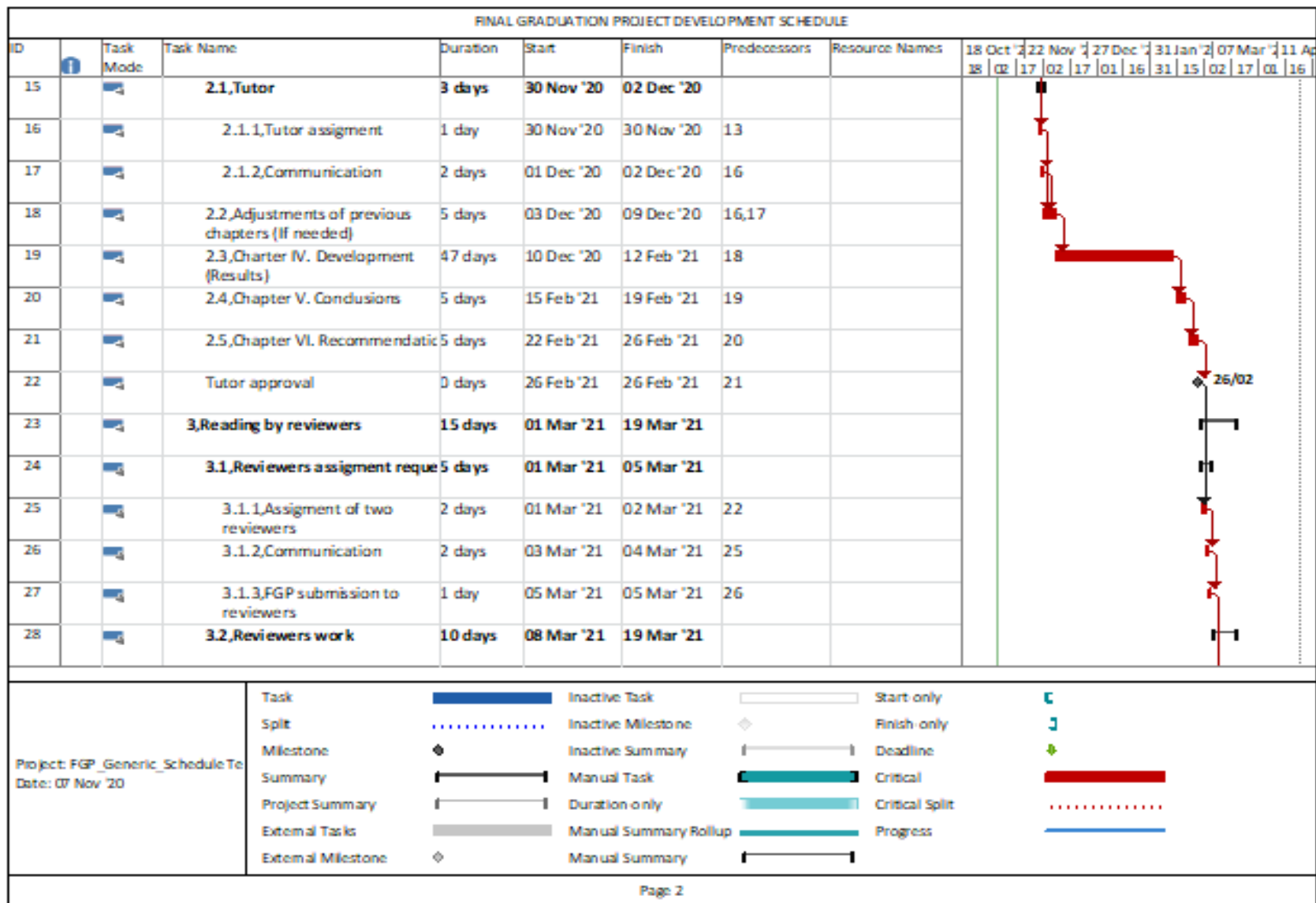
| | | |
|--|---------------------------|-------------------|
| <p>1. If the scheduled milestones are not adhered to, the FGP may not be completed on-time.</p> <p>2. If accurate responses to queries are not received, the quality of the FGP may be compromised.</p> <p>3. If the project manager lacks expertise in the ten (10) Knowledge Areas, it could negatively impact the turnaround time for decision-making.</p> | | |
| Budget: | | |
| 1. The budget will include all cost associated with completing the FGP. | | |
| Milestones and dates: | | |
| Milestone | Start date | End date |
| Graduation Seminar | October 26, 2020 | November 27, 2020 |
| Tutoring Process | January 25, 2020 | April 23, 2021 |
| Reading by Reviewers | April 26, 2021 | May 14, 2021 |
| Adjustments | May 17, 2021 | June 11, 2021 |
| Presentation to Board of Examiners | June 14, 2021 | June 18, 2021 |
| Relevant historical information: | | |
| <p>Event planning is the process of managing a project such as a meeting, convention, tradeshow, ceremony, team building activity, party, or convention. It includes budgeting, establishing timelines, selecting and reserving event sites, acquiring permits, planning food, coordinating transportation, developing a theme, arranging for activities, selecting speakers and keynotes, arranging for equipment and facilities, managing risks, and developing contingency plans. (International Institute for Event Management, n.d.).</p> <p>Polished Events Inc. was established in 2019 as a Corporation for the purpose of planning and managing projects (events). The main shareholders are Arlette Arana and Tori Moguel who both hold equal amounts of shares in the company. Arlette and Tori and actively involved in the daily management of the business. As support, Polished Events Inc. has one (1) other full-time staff member who works closely with the shareholders in the management of the business, and three (3) seasonal staff members with primary responsibilities of marketing and advertising initiatives, accounting, operations, and technology and equipment.</p> <p>Being a relatively new business, Polished Events Inc. has only organized an executed a few events thus far. In an effort to successfully grow the business and establish a model for the organization and hosting of future events, the decision was made develop this FGP. The main objective of this FGP is to develop a project management plan based on PMI's Project Management principles for the organization of an annual AML/ CFT, Anti-Fraud and Financial Crimes Conference in Belize.</p> | | |
| Stakeholders: | | |
| Direct stakeholders: | | |
| Arlette Arana, University for International Cooperation (UCI), Organization of American States(OAS) and Board of Examiners | | |
| Indirect stakeholders: | | |
| Participants, other event planning organizations and future UCI Student Learners | | |
| Approval: | | |
| Project Manager: Arlette Arana | Signature: <i>A Arana</i> | |
| Authorized by: | Signature: | |

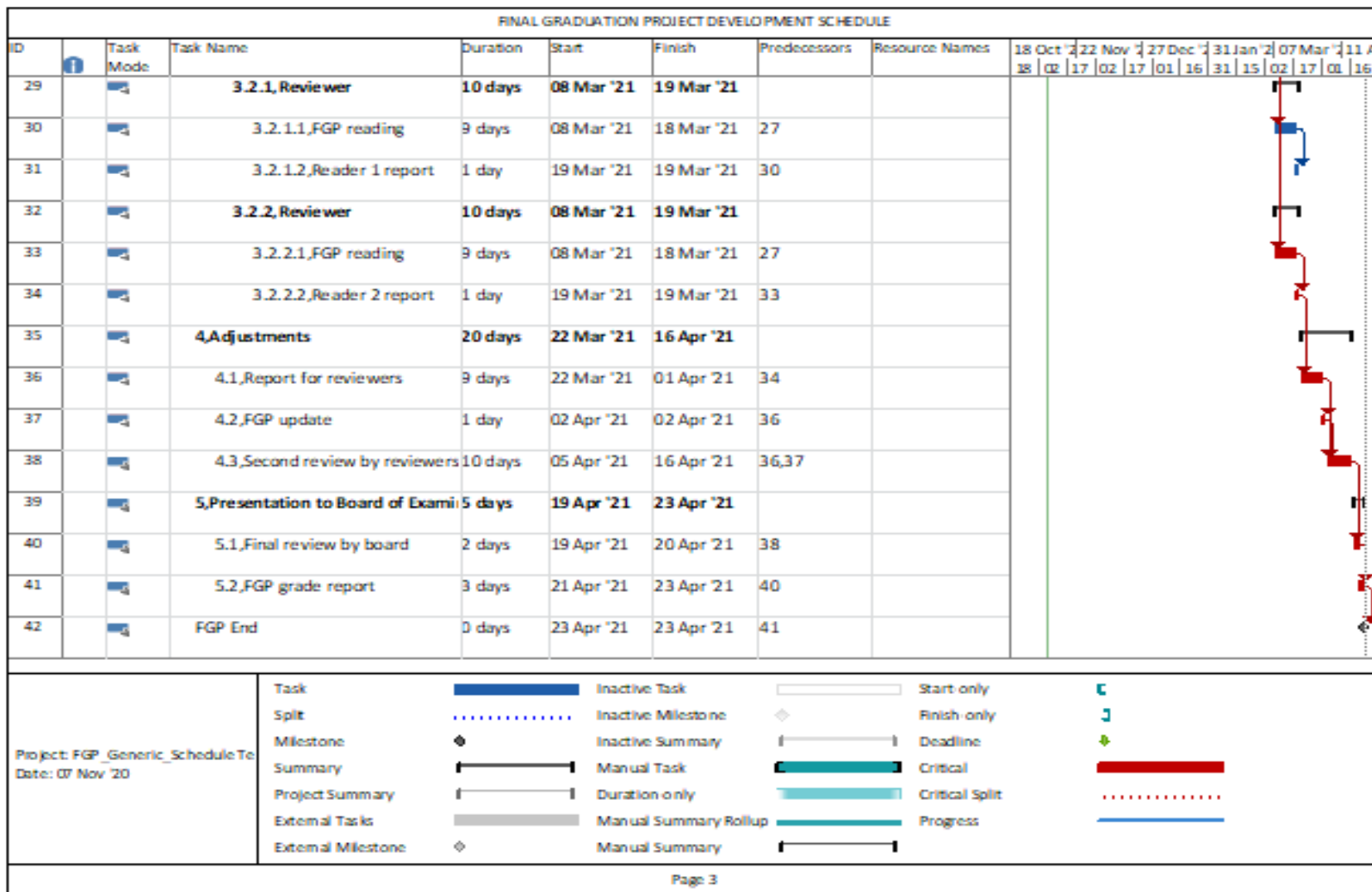
Appendix 2: FGP WBS



Appendix 3: FGP Schedule







Appendix 4: Change Control Procedures

Change Control Procedures

Introduction:

The Change Management Plan was created for the annual AML/CFT, Anti-Fraud & Financial Crimes Conference in Belize project in order to set expectations on how the approach to changes to the scope, schedule and the budget will be managed, what defines a change, the purpose and role of the change control board, and the overall change management process. All stakeholders will be expected to submit or request changes to the AML/CFT, Anti-Fraud & Financial Crimes project in accordance with this Change Control Procedures and all requests and submissions will follow the process detailed herein.

Change Management Approach:

The Change Management approach for the AML/CFT, Anti-Fraud & Financial Crimes conference project will ensure that all proposed changes are defined, reviewed, and agreed upon so they can be properly implemented and communicated to all stakeholders. This approach will also ensure that only changes within the scope of this project are approved and implemented.

The Change Management approach is not to be confused with the Change Management Process which will be detailed later in this plan. The Change Management approach consists of three areas:

- Ensure changes are within scope and beneficial to the project
- Determine how the change will be implemented
- Manage the change as it is implemented

The Change Management process has been designed to make sure this approach is followed for all changes. By using this approach methodology, the

AML/CFT, Anti-Fraud & Financial Crimes Conference project team will prevent unnecessary change from occurring and focus its resources only on beneficial changes within the project scope.

Definitions of Change:

There are several types of changes which may be requested and considered for the AML/CFT, Anti-Fraud & Financial Crimes Conference project. Depending on the extent and type of proposed changes, changes project documentation and the communication of these changes will be required to include any approved changes into the project plan and ensure all stakeholders are notified. Types of changes include:

- **Scheduling Changes:** changes which will impact the approved project schedule. These changes may require fast tracking, crashing, or re-baselining the schedule depending on the significance of the impact.
- **Budget Changes:** changes which will impact the approved project budget. These changes may require requesting additional funding, releasing funding which would no longer be required, or adding to project or management reserves. May require changes to the cost baseline.
- **Scope Changes:** changes which are necessary and impact the project's scope which may be the result of unforeseen requirements which were not initially planned for. These changes may also impact budget and schedule. These changes may require revision to WBS, project scope statement, and other project documentation as necessary.

The project manager must ensure that any approved changes are communicated to the project stakeholders. Additionally, as changes are approved, the project manager must ensure that the changes are captured in the project documentation where necessary. These document updates must then be communicated to the project team and stakeholders as well.

Change Control Board:

The Change Control Board (CCB) is the approval authority for all proposed change requests pertaining to the IS Project. The purpose of the CCB is to review all change requests, determine their impacts on the project risk, scope, cost, and schedule, and to approve or deny each change request. The following chart provides a list of the CCB members for the AML/CFT, Anti-Fraud & Financial Crimes Conference project:

| Name | Position | CCB Role |
|-------------|--|-----------------|
| A. Arana | AML/CFT, Anti- Fraud & Financial Crimes Conference project Sponsor | CCB Chair |
| T. Moguel | AML/CFT, Anti- Fraud & Financial Crimes Conference project Sponsor | CCB Co-Chair |
| K. Sosa | AML/CFT, Anti- Fraud & Financial Crimes Conference project | CCB Member |

As change requests are submitted to the AML/CFT, Anti- Fraud & Financial Crimes Conference project by the project team/stakeholders, the Project Manager will log the requests in the change log and the CCB will convene every other Friday to review all change requests. For a change request to be approved, all CCB members must vote in favor. In the event more information is needed for a particular change request, the request will be deferred and sent back to the requestor for more information or clarification. If a change is deemed critical, an ad hoc CCB meeting can be called in order to review the change prior to the next scheduled bi-weekly CCB meeting.

Roles and Responsibilities:

The following are the roles and responsibilities for all change management efforts related to the AML/CFT, Anti- Fraud & Financial Crimes Conference project:

Project Sponsor:

- Approve all changes to budget/funding allocations
- Approve all changes to schedule baseline
- Approve any changes in project scope
- Chair the CCB

Project Manager:

- Receive and log all change requests from project stakeholders
- Conduct preliminary risk, cost, schedule, scope analysis of change prior to CCB
- Seek clarification from change requestors on any open issues or concerns
- Make documentation revisions/edits as necessary for all approved changes
- Participate on CCB

Project Team/Stakeholders:

- Submit all change requests on standard organizational change request forms
- Provide all applicable information and detail on change request forms
- Be prepared to address questions regarding any submitted change requests
- Provide feedback as necessary on impact of proposed changes

Change Control Process:

The Change Control Process for the AML/CFT, Anti- Fraud & Financial Crimes Conference project will follow the organizational standard change process for all

projects. The project manager has overall responsibility for executing the change management process for each change request.

- 1) Identify the need for a change (Stakeholders) – Change requestor will submit a completed change request form to the project manager.
- 2) Log change in the change request register (Project Manager) – The project manager will keep a log of all submitted change requests throughout the project's lifecycle.
- 3) Evaluate the change (Project Manager, Team, Requestor) – The project manager will conduct a preliminary analysis on the impact of the change to risk, cost, schedule, and scope and seek clarification from team members and the change requestor.
- 4) Submit change request to CCB (Project Manager) – The project manager will submit the change request, as well as the preliminary analysis, to the CCB for review.
- 5) Obtain Decision on change request (CCB) – The CCB will discuss the proposed change and decide whether or not it will be approved based on all submitted information.
- 6) Implement change (Project Manager) – If a change is approved by the CCB, the project manager will update and re-baseline project documentation as necessary.

Sponsor Acceptance:

Approved by the Project Sponsor:



Date: _____

Tori Moguel
Managing Partner – Marketing and Event Planning

AArana

Date: _____

Arlette Arana
Managing Partner – Finance

(Source: Created by Arana, 2021 template extracted from projectmanagementdocs.com)

Appendix 5: Call For Papers

The poster features a dark blue background with various white icons related to finance and law, including a hand holding a pen, a scale of justice, a bank building, a dollar sign, a padlock, a gear, and a hand. The text is arranged in several sections: a large 'AML' at the top left, the main title 'CALL FOR PAPERS 2021' at the top right, the organizer's name 'P. & I POLISHED EVENTS INC.' with a logo of three colored dots (red, grey, yellow) and the tagline 'LIFE IS AN EVENT - MAKE IT MEMORABLE' in a central white circle, the address '1861 FAITH-HILL DRIVE BELIZE CITY, BELIZE' to the right of the circle, and the event details '1ST ANNUAL AML/CFT, ANTI-FRAUD AND FINANCIAL CRIMES CONFERENCE' and dates 'October 18th - 20th 2021' in a grey box at the bottom left. A large 'AML' is also visible at the bottom right.

AML

CALL FOR PAPERS 2021

P. & I
POLISHED
EVENTS INC.
LIFE IS AN EVENT - MAKE IT
MEMORABLE

1861 FAITH-HILL DRIVE
BELIZE CITY, BELIZE

1ST ANNUAL AML/
CFT, ANTI-FRAUD
AND FINANCIAL
CRIMES
CONFERENCE

October 18th - 20th 2021

AML

AML

CALL FOR PAPERS 2021

P. & I.
POLISHED
EVENTS INC.
LIFE IS AN EVENT - MAKE IT
MEMORABLE

1861 FAITH-HILL DRIVE
BELIZE CITY, BELIZE

1ST ANNUAL AML/
CFT, ANTI-FRAUD
AND FINANCIAL
CRIMES
CONFERENCE

October 18th - 20th 2021

AML

Conference Title: 1st Annual AML/CFT Anti-Fraud and Financial Crimes Conference

Conference Dates: October 18th - 20th 2021

Deadline for Abstracts: July 16th, 2021

Venue: Belize Biltmore Plaze - Sunbreeze Conference Hall, Belize City, Belize

ABOUT POLISHED EVENTS INC. (P.E.I)

Polished Events Inc. is a full-service professional event planning company that specializes in corporate and private events. Its primary goal is to create priceless memoirs for its customers through the provision of personalized, memorable, and creative event planning services.

WHO SHOULD ATTEND?

- Banking Professionals
- Law Enforcement Agencies
- Accounts
- Lawyers
- Casinos
- Credit Unions
- Financial Services
- Insurance Companies
- Regulators
- Securities & Investment Firms
- Policy Makers
- Compliance Officers
- Risk Management Professionals
- Auditors
- Consultants
- Senior Practitioners
- Software Technology Vendors

OBJECTIVES

1. To organize and host a successful AML/CFT, Anti-Fraud, and Financial Crimes Conference in Belize.
2. Provide a platform for Polished Events Inc. to become a trusted partner and leader in the event planning industry.
3. To create a platform where discussions on key interdisciplinary issues affecting the financial AML/CFT sphere in Belize and the wider Latin America (LAC) region are stimulated.





WHO SHOULD PRESENT?

This year's annual AML/CFT Anti-Fraud and Financial Crimes Conference provides an opportunity for academics, practitioners, consultants, scholars, researchers, and policymakers with different backgrounds and experience to present their papers at the conference and exchange and share their experiences, new ideas, research results, as well as discuss the practical challenges encountered and the solutions adopted. Post Graduate and PhD students are highly encouraged to present their research proposal, literature review, findings, or issues at this conference.

SOCIAL NETWORKING EVENTS DETAILS

DAY 1: OCTOBER 18TH, 2021

- WELCOME DINNER

DAY 2: OCTOBER 19TH, 2021

- NETWORKING DINNER

DAY 3: OCTOBER 20TH, 2021

- TOUR OF THE MAYAN RUINS

PAPER SUBMISSION

An abstract should be completed by submitting the *online abstract submission form*, or email the completed form to: polishedeventsinc@gmail.com

IMPORTANT DATES

ABSTRACT SUBMISSION:

- **July 16th, 2021**

NOTICE OF ACCEPTANCE:

- **Within Two Weeks**

EARLYBIRD REGISTRATION:

- **September 27, 2021**

LATE REGISTRATION:

- **October 4th, 2021**





CONFERENCE TOPICS

ANTI-MONEY LAUNDERING

- Anti-Money Laundering and Counter-Terrorist Financing (AML/CFT)
- Fraud, Bribery and Money Laundering
- The relation between Money Laundering and Terrorist Financing
- Money Laundering and Financial Institutions
- Money Laundering Regulations and Non-Banking
- Professions: (Lawyers, Accounts & real Estate Agents)
- Know Your Customer (KYC and Customer Due Diligence Procedures)

FOREIGN ACCOUNT TAX COMPLIANCE (FATCA)

FINANCIAL CRIMES

- Economic Crime and Fraud Management
- Fraud, Bribery and Money Laund Prevention and Detection
- Tax Frauds
- Trade Fraud
- Fraud Management including, auditing and compliance, Privacy, Security and Ethics

COMPLIANCE SANCTIONS REGIME

- Economic Sanctions
- Trade Sanctions

BRIBERY AND CORRUPTION

- Bribery Act
- Anti- Corruption Compliance
- OECD Convention on Combating Bribery of Foreign Public Officials

DATA SECURITY BREACHES

- Information and Communication Security
- Counter-fraud Technology
- Fraud Detection and Prevention in e-commerce, e-business, and face-to-face transactions
- Corruption and Public Procurement
- Coruption and Extractive Industires

(Source: Created by Arana, 2)

Appendix 6: Revision Dictum

Certificate of Review For **Arlette Arana** Final Graduation Project: *“Project Management Plan for the organization and hosting of an annual Anti-Money Laundering (AML)/ Counter-Financing of Terrorism (CFT), Anti-Fraud & Financial Crimes Conference in Belize project”*, was reviewed and the following observed: The Content of the project was written in Formal English. During the revision grammatical and typographical corrections were made where needed. Additional wording changes were suggested in order to keep standard formatting in check and meeting FGP standards for formatting. Wordy, vague, lengthy sentences were suggested to be reconstructed to make the paper more concise and some repetitious words were suggested to be changed to create a more interesting, coherent and fluent read. Many comments were made in the margins of the research to give hint for reconstruction of certain content. The paper's strength lies in its structure background, outline and the writer's adherence to FGP outline largely throughout the paper. The paper's greatest weakness was mostly found in some aspects of formatting. Formatting edits were suggested for correction in the margins of the document. Ultimately, the paper is convincing in its analytical and methodical approach, background description, statement of the problem, processes described and strategies to be implemented in the planning of a comprehensive conference aimed to address all the areas of deficiencies and to meet the immediate needs of the different players in Belize's financial services sector. The paper also clearly meets the objective goal to determine Polished Events Inc will serve as a model business for effective planning, resource deployment, and continuous success of large events such as this conference.

Signed: _____




Consuelo F. Godfrey (M.Ed)

Dated: April 12th, 2021

Appendix 7: Linguist Credentials

THE UNIVERSITY OF LETHBRIDGE




ON THE AUTHORITY OF THE COUNCIL OF THE SCHOOL OF GRADUATE STUDIES
AND IN CONFORMITY WITH THE STATUTES OF THE PROVINCE OF ALBERTA
THE CHANCELLOR OF THE UNIVERSITY HAS CONFERRED ON

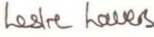
CONSUELO FRANCISCA GODFREY


THE DEGREE OF
MASTER OF EDUCATION

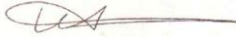
GIVEN IN THE CITY OF LETHBRIDGE, IN THE PROVINCE OF ALBERTA, CANADA
IN THE YEAR TWO THOUSAND EIGHT
ON THE TWENTY-NINTH DAY OF MAY

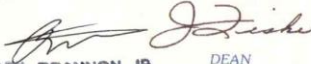
Received
AUG 20 2019
TSCS


PRESIDENT


REGISTRAR




CHANCELLOR


DEAN

BASIL BRANNON JR
Justice of the Peace