

UNIVERSIDAD PARA LA COOPERACIÓN INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE TRANSFER PROJECT OF THE
SPANISH UNHCR WEBSITE UNIT FROM COSTA RICA TO MEXICO

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

San José, Costa Rica

March, 2020

APPROVAL SHEET

UNIVERSIDAD PARA LA COOPERACIÓN INTERNACIONAL
(UCI)

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

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To Whom It May Concern:

Natalia Alvarado Mata, identification number 305030705, Bachelor in English with a focus on translation, hereby states that the project titled **PROJECT MANAGEMENT PLAN FOR THE TRANSFER PROJECT OF THE SPANISH UNHCR WEBSITE UNIT FROM COSTA RICA TO MEXICO**, carried out by Sofía Vargas Soto, has been revised.

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

Sincerely,

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DEDICATION

This FGP is dedicated to my parents, Angélica y Efraín, who have always supported me and pushed to be a better person, to my siblings, and most especially, to my best friend and life partner, Mau, for walking this process with me.

ACKNOWLEDGMENTS

Thanks to everyone in the Website Unit, especially to Stefano, for all the support during this project and for all the years we have shared together, it has been a pleasure working with all of you.

I am also very thankful to Professor Alberto Redondo, for all his guidance and advice during the tutoring process, as well as all the professors and administrative personnel in UCI, who made this experience truly enriching. Thank you all!

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ABBREVIATIONS AND ACRONYMS

FGP	Final Graduation Project
PMBOK	PMI's Guide to the Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
UNHCR	United Nations High Commissioner for Refugees
RACI	Responsible, Accountable, Consulted, and Informed
RCH	Regional Communications Hub
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY

The UN Refugee Agency is the leading organization in the protection and assistance of refugees, asylum seekers, and the stateless, among other people of concern. Currently, the organization has over 15,000 employees working in 134 countries, mostly in the field, closer to the people who are in bigger need of protection and assistance.

The organization is divided in regions; however, most of the legal and operational work has been historically centralized in the headquarters, located in Geneva, where all the regional bureaus are located. A year ago, the high commissioner for refugees together with his senior executive team proposed the regionalization of the regional bureaus in order to improve the communication with the country offices, governments, local partners, and UNHCR's operations as well as lower the operational costs of being far from the action and to be better contextualized with the local realities.

The regionalization or decentralization process meant that all the regional bureaus plus most of the regional units had to be moved to specific locations. In the case of the Spanish website unit, it was going to be moved to the Regional Communications Hub in Mexico. There was no management plan for this project, making it hard to know how long it was going to take to achieve it, who was involved, how much it would cost, and how the process would take place. Due to the importance of this project, it was vital to produce an extensive management tool in order to ensure the success and sustainability of the transfer.

Transferring an entire unit was going to be a big challenge for the organization, especially when moving countries and in cases in which not the entire team was being moved. The website unit manages all the organization's information available in Spanish, making the planning process key for the proper transition and later functioning of the website.

The present final graduation project's general objective was to develop a project management plan for the transfer project of the Spanish UNHCR website unit from the Regional Legal Unit in Costa Rica to the Communications Hub in Mexico.

The specific objectives were to create the project charter to define the key inputs to develop the project management plan, to develop the scope management plan to ensure that the project includes all the work required to complete the project successfully, to create the schedule management plan to ensure that the project is completed in a timely manner, to create a cost management plan to ensure that the budget for the project is appropriately identified and managed, to develop a quality management plan to ensure that the results meet the expectations of the client, to develop a resource management plan to ensure that all human and physical resources are identified and managed effectively, to develop a communications management plan to ensure an optimal communication between the relevant stakeholders, to create a risk management plan to identify and prevent the potential risk in order to ensure the success of the project, to develop a stakeholder management plan to identify and include all the relevant stakeholders to ensure their engagement in the project, and to create a procurement management plan to ensure that both human and physical resources are properly identified and managed.

The methodologies used for this final graduation project were analytical and qualitative. Interviews and meeting minutes with the relevant stakeholders were the main sources for information gathering as well as the PMI's guide to the Project Management Body of Knowledge (PMBOK® Guide). The information was scanned and discussed with the relevant stakeholders in order to create each subsidiary plan for the project management plan for the transfer project of the Spanish UNHCR website unit from Costa Rica to Mexico.

The project management plan, together with all its subsidiary plans, was developed using the PMBOK® Guide 6th Edition with other templates and charts, and it provided a new methodology for the project team to develop a more comprehensive and robust project management plan for this unit transfer project to ensure the success and durability of the project.

It is recommended that UNHCR develop a standard project management plan in order to ensure the uniformity and success of such projects in the entire organization. Furthermore, the project manager and team at the website unit should keep all the information updated and stored to avoid the loss of relevant information during the transfer. Finally, the bureau should ensure the funding for the new staffing needs to ensure the durability of the project.

1. INTRODUCTION

1.1. Background

UNHCR (n.d.) stated that: “The office of the United Nations High Commissioner for Refugees (UNHCR) was created in 1950, during the aftermath of the Second World War, to help millions of Europeans who had fled or lost their homes” (para. 1).

Even though its original mandate gave the organization a life of three years, over 65 years later, the current situation in many countries has kept the organization relevant.

The UN Refugee Agency is the leading organization in the protection and assistance of refugees, asylum seekers, and the stateless, among other people of concern. UNHCR’s activities range from providing lifesaving assistance to refugees and asylum seekers who are fleeing conflict and persecution, such as shelter, food, health care, to advocating transforming policies and services that affect displaced people.

In addition, UNHCR seeks solutions for the displaced people, such as local integration, resettlement, and voluntary repatriation and ensures that the displaced people have basic services in their host communities, such as education, livelihoods, and access to health care.

Nowadays, UNHCR has over 70 million people under its mandate, among them more than 41 million internally displaced people, 25 million refugees, 3.5 asylum seekers, and over 10 million stateless people.

Currently, the organization has over 15,000 employees working in 134 countries, mostly in the field, closer to the people who are in bigger need of protection and assistance.

The organization is divided in regions; however, most of the legal and operational work has been historically centralized in the headquarters, located in Geneva, where all the regional bureaus are located.

Over a year ago, the high commissioner for refugees together with his senior executive team proposed the regionalization of the regional bureaus in order to improve the communication with the country offices, governments, local partners, and UNHCR’s operations as well as lower the operational costs of being far from the action and to be better contextualized with the local realities.

1.2. Statement of the Problem

The current regionalization or decentralization process means that all the regional bureaus plus most of the regional units have to be moved to specific locations. In the case of the Spanish website unit, it will be moved to the Regional Communications Hub in Mexico. Currently, there is no management plan for this project, making it hard to know how long it will take to achieve it, who will be involved, how much it will cost, and how the process is taking place. Due to the importance of this project, it is vital to produce an extensive management tool in order to ensure the success and sustainability of the transfer.

1.3. Purpose

In the past, there have been similar efforts to decentralize the organization; however, some of these efforts have not been successful due to a lack of proper planification. In order to increase the chances of having a successful project for the transfer project of the Spanish UNHCR website unit from Costa Rica to Mexico, the present project management plan will elaborate on the relevant components of the project.

This proposal will put into practice the Project Management Institute's (PMI) guide to create a project management plan, developing the project's scope, schedule, resource, cost, communications, stakeholder, and risk management plan documents in order to provide a guide for the later implementation of said plan during the transfer project of the Spanish UNHCR website unit from Costa Rica to Mexico.

1.4. General Objective

To develop a project management plan for the transfer of the Spanish UNHCR website unit from the Regional Legal Unit in Costa Rica to the Communications Hub in Mexico.

1.5. Specific Objectives

1. To create the project charter to define the key inputs to develop the project management plan
2. To develop the scope management plan to ensure that the project includes all the work required to complete the project successfully

3. To create the schedule management plan to ensure that the project is completed in a timely manner
4. To create a cost management plan to ensure that the budget for the project is appropriately identified and managed
5. To develop a quality management plan to ensure that the results meet the expectations of the client
6. To develop a resource management plan to ensure that all human and physical resources are identified and managed effectively
7. To develop a communications management plan to ensure an optimal communication between the relevant stakeholders
8. To create a risk management plan to identify and prevent the potential risk in order to ensure the success of the project
9. To create a procurement management plan to ensure that both human and physical resources are properly identified and managed
10. To develop a stakeholder management plan to identify and include all the relevant stakeholders to ensure their engagement in the project.

2. THEORETICAL FRAMEWORK

2.1 Company/Enterprise Framework

2.1.1. Company/Enterprise Background

The UN Refugee Agency was first established in Europe after World War II to help thousands of Europeans who had to flee during the war to look for solutions to their plight. Even though the organization was given an initial three-year mandate, it was later renewed and is now a permanent UN organization.

It works in 134 countries and assists over 68 million people. The organization has developed many projects during its 68 years of existence; however, this is the first project focused on regionalizing its operations around the world and specially, transferring the Spanish website unit from Costa Rica, where it started in 2001, to Mexico, where the Regional Communications Hub is located.

2.1.2. Mission and Vision Statements

2.1.2.1. *Mission*

“UNHCR is dedicated to saving lives, protecting rights and building a better future for refugees, forcibly displaced communities and stateless people” (UNHCR, 2018, p.2).

2.1.2.2. *Vision*

“A world where every person forced to flee can build a better future” (UNHCR, 2018, p.2).

As part of UNHCR’s mission and vision to save lives, protect rights, and build better futures, some key components are public information and advocacy as well as closeness with the relevant stakeholders, one of the main reasons why the regionalization is taking place and in this particular case, the transfer of the Spanish website unit to Mexico.

2.1.3. Organizational Structure

UNHCR was first established in 1951 during the aftermath of World War II, with just a few employees. Nowadays, 68 years later, the organization has over 16,800 employees in 134 countries around the world (UNHCR, 2019).

For this particular project, we will take into account the personnel of the Regional Communications Hub, located in Mexico, as well as the personnel in the website unit in Costa Rica, which is operationally already located inside the hub's structure. At present, the Regional Communications Hub has five full time employees plus two interns. On the other hand, the website unit has five full time employees and a part time employee, of these, only three will be moved to Mexico. Figure 1 shows the organizational structure of the Regional Communications Hub.

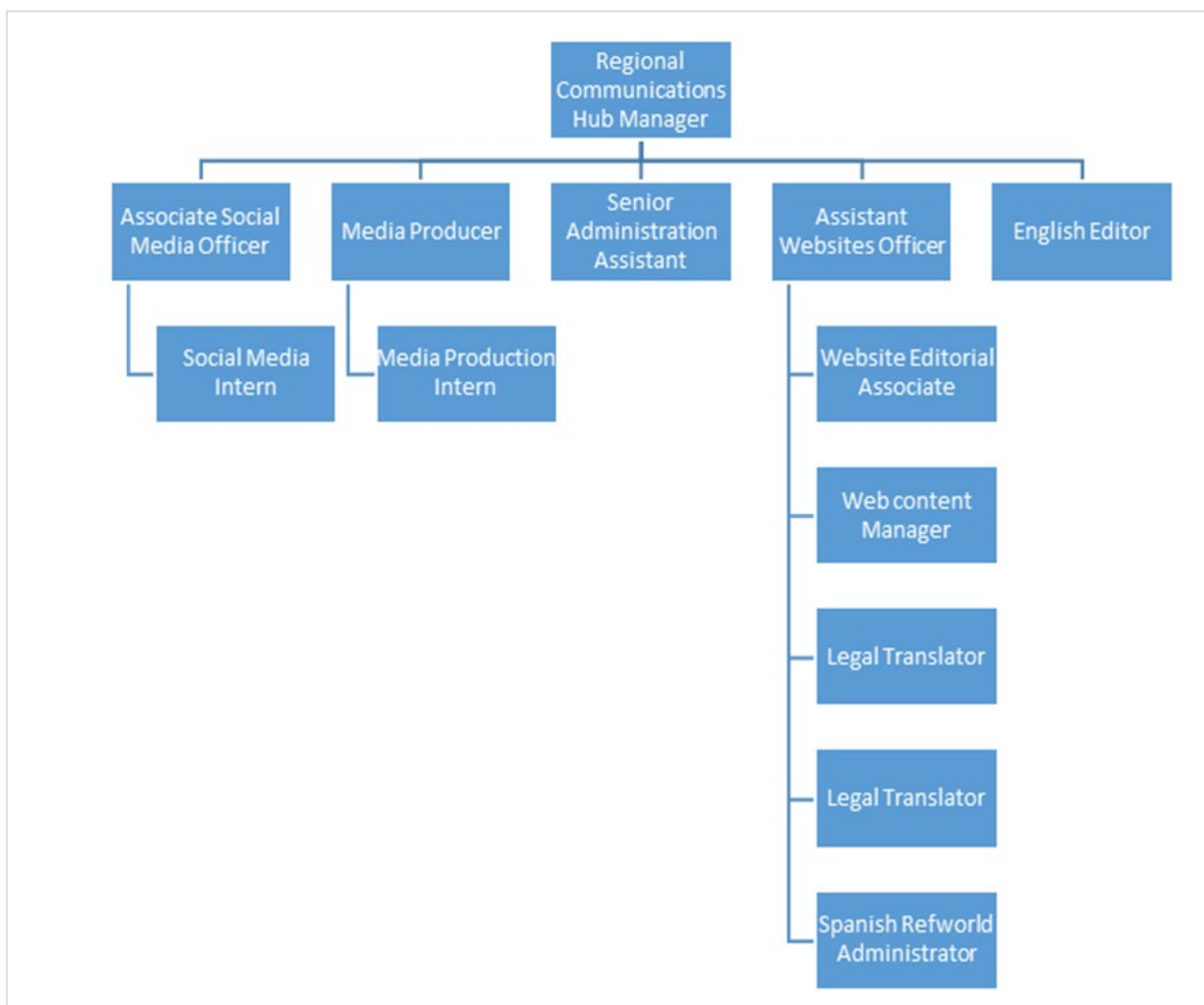


Figure 1. Organizational Structure. (Source: UNHCR, 2019).

2.1.4. Products Offered

UNHCR provides services such as assistance, protection, and solutions for refugees, asylum seekers, the internally displaced, and stateless persons. In addition, UNHCR advocates for the cause of its people of concern and promotes awareness and sensibility among governments, partners, and the general public. As part of these advocacy and awareness raising efforts, communication and public information are key components, and as such, the Regional Communications Hub and the website unit play a key role for the Spanish speaking audiences by providing Spanish content for key partners and supporters. Among the specific products provided by the Regional Communications Hub are press releases, briefing notes, news, and stories for both the Spanish website, the social media channels, infographics, reports, special sites, and campaigns for national, regional, and global UNHCR channels.

2.2. Project Management Concepts

2.2.1 Project

A project can be defined as “a temporary endeavor undertaken to create a unique product, service, or result” (Project Management Institute [PMI], 2017, p.3). For the purposes of this final graduation project (FGP), the project is related to the development of a project management plan for the transfer project of the Spanish UNHCR website unit from Costa Rica to Mexico.

2.2.2 Project Management

Project Management Institute (2017) stated: “Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” (p.5). According to UNHCR (2017), project management is “the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve organizational goal(s), usually within specific constraints of scope, schedule, budget and quality” (p.7).

In the field of project management, different methodologies, like SCRUM, Agile, Waterfall, etc., “contain guiding processes for those who are doing project management” (Successful Projects, n.d., para.1). Although, each methodology has its advantages, they all agree that “every project management life cycle contains five steps: initiating,

planning, execution, monitoring, and controlling & closure” (Picariello, n.d., para.3). After initiating the project, planning is seen as “the all-important second step of any successful project management life cycle” (Picariello, n.d., para.5). A project’s plan, depending on the project, can be simple or complex. However, in all cases, once completed, it results in a document that contains a fully developed project solution detailing the “steps necessary to meet the project’s objectives” (Watt, n.d., para.4).

2.2.3 Project Life Cycle

A project life cycle is a “series of phases that a project passes through from its initiation to its closure” (PMI, 2017, p.38). Usually, the life cycle of most projects is the following:

- Starting the project
- Organizing and preparing
- Carrying out the work
- Ending the project. (PMI, 2017, p.39)

UNHCR identifies the following stages for its project life cycle: start up, initiation, planning, execution, closure, and post project, with monitoring and control happening throughout the entire project; this life cycle is to be applied in every UNHCR project, including the present project for the transfer of the UNHCR Spanish website unit. Figure 2 shows the project life cycle established by UNHCR for all the institutional projects.

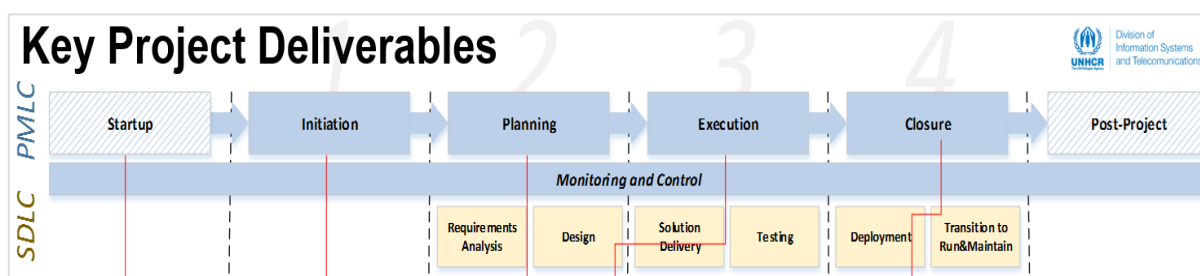


Figure 2. UNHCR Project Life Cycle (Source: UNHCR, 2019).

2.2.4 Project Management Processes

The PMBOK Guide 6th Edition defines project management processes as processes that “ensure the effective flow of the project throughout its life cycle” (PMI, 2017, p.47). Assigned to one of each of the five (5) process groups, processes span each of the ten (10) knowledge areas. See Figure 3 below, with the processes to be applied during this project, based on PMI’s PMBOK.

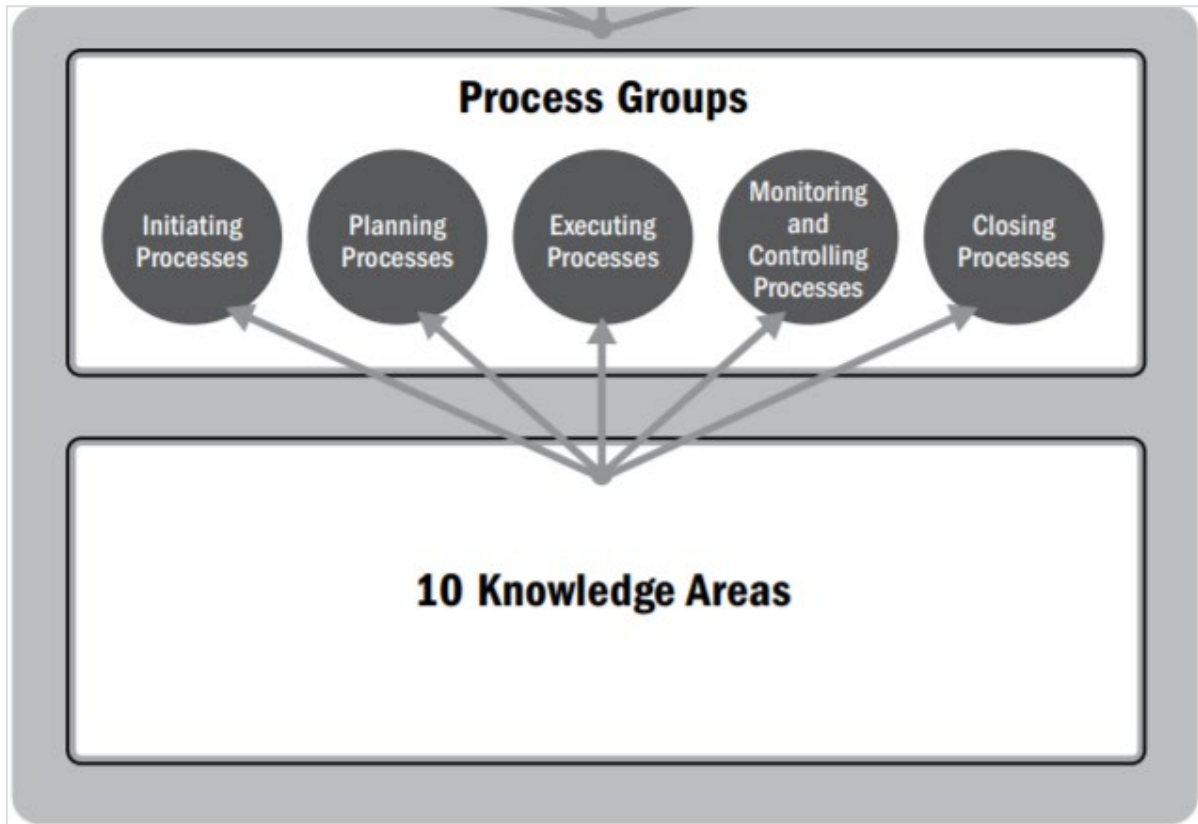


Figure 3. Project Process Groups (Source: PMI, 2017, p.18).

2.2.5 Project Management Knowledge Areas

Project Management Knowledge Areas are fields or areas of specialization that are commonly employed when managing projects (PMI, 2017). *The PMBOK Guide* identifies 10 knowledge areas, which are the following:

1. Project integration management
2. Project scope management
3. Project schedule management
4. Project cost management

5. Projects quality management
6. Project resource management
7. Project communications management
8. Project risk management
9. Project procurement management
10. Project stakeholder management

For the particular case of the project for the transfer of the UNHCR Spanish website unit to Mexico, all the above listed knowledge areas will be taken into account.

3. METHODOLOGICAL FRAMEWORK

3.1. Information Sources

On the one hand, according to the Cambridge dictionary, information is “facts about a situation, person, event, etc.” (Cambridge Dictionary, n.d.a, Definition. 1). On the other hand, a source is described as “A source is also someone or something from which you obtain information” (Cambridge, n.d.b, Definition. 1). Therefore, it can be concluded that an information source is a place, person, or thing from which facts or knowledge are provided or learned.

Information can come from various sources, and sources can be divided between primary, secondary, and tertiary. For this particular final graduation project, there will be primary and secondary sources only.

3.1.1. Primary Sources

“Primary sources are original materials on which other research is based. They are from the time period involved and have not been filtered through interpretation or evaluation” (Hayen, 2019, para. 2).

For the development of the final graduation project, the primary information sources that will be used are personal interviews and meeting minutes with the team and other relevant stakeholders. In Chart 1, the specific primary sources are presented.

3.1.2. Secondary Sources

“Secondary sources are less easily defined than primary sources. Generally, they are accounts written after the fact with the benefit of hindsight. They are interpretations and evaluations of primary sources.” (Hayen, 2019, para. 2).

For the development of the final graduation project, secondary sources such as the *PMBOK® Guide*, library databases, and the PMI database will be used as well as information about the organization found in the web. In Chart 1, the specific secondary sources are presented.

Chart 1. Information Sources

Objectives	Information Sources	
	Primary	Secondary
1.To create the project charter to define the key inputs to develop the project management plan	Personal interviews and meeting minutes with the team and other relevant stakeholders	The PMBOK® Guide, PMI database, and web information
2.To develop the scope management plan to ensure that the project includes all the work required to complete the project successfully	Personal interviews and meeting minutes with the team and other relevant stakeholders	The PMBOK® Guide, PMI database, and web information
3.To create the schedule management plan to ensure that the project is completed in a timely manner	Personal interviews and meeting minutes with the team and other relevant stakeholders	The PMBOK® Guide, PMI database, and web information
4.To create a cost management plan to ensure that the budget for the project is appropriately identified and managed	Personal interviews and meeting minutes with the team and other relevant stakeholders	The PMBOK® Guide, PMI database, and web information
5.To develop a quality management plan to ensure that the results meet the expectations of the client	Personal interviews and meeting minutes with the team and other relevant stakeholders	The PMBOK® Guide, PMI database, and web information
6.To develop a resource management plan to ensure that all human and physical resources are identified and managed effectively	Personal interviews and meeting minutes with the team and other relevant stakeholders	The PMBOK® Guide, PMI database, and web information
7.To develop a communications management plan to ensure an optimal communication between the relevant stakeholders	Personal interviews and meeting minutes with the team and other relevant stakeholders	The PMBOK® Guide, PMI database, and web information
8.To create a risk management plan to identify and prevent the potential risk in order to ensure the success of the project	Personal interviews and meeting minutes with the team and other relevant stakeholders	The PMBOK® Guide, PMI database, and web information
9.To create a procurement management plan to ensure that both human and physical resources are properly identified and managed	Personal interviews and meeting minutes with the team and other relevant stakeholders	The PMBOK® Guide, PMI database, and web information
10.To develop a stakeholder management plan to identify and include all the relevant stakeholders to ensure their engagement in the project	Personal interviews and meeting minutes with the team and other relevant stakeholders	The PMBOK® Guide, PMI database, and web information

(Source: Own production, 2020)

3.2. Research Methods

A research method is defined as “a particular way of studying something in order to discover new information about it or understand it better” (Cambridge, n.d.c, Definition 1). For this particular final graduation project, the research methods to be used are analytical and qualitative.

3.2.1 Analytical Method

Yang describes that “Analytical research attempts to establish the why or the how it came to be” (Yang, n.d., section: Types of Research, para. 2).

3.2.2 Qualitative Method

Qualitative research is “a situated activity that locates the observer in the world. It consists of a set of interpretative, material practices that make the world visible” (Davies & Hughes, 2014, p.9).

In Chart 2, both research methods are presented for each specific objective of the FGP.

Chart 2. Research Methods

Objectives	Analytical	Qualitative
1.To create the project charter to define the key inputs to develop the project management plan	This method will use information from the identified sources to drive the decision making when creating the project charter.	The qualitative method offers an indication of how and why decisions are made about the project management plan.
2.To develop the scope management plan to ensure that the project includes all the work required to complete the project successfully	This method will use information from the identified sources to drive the decision making when creating the project scope management plan.	The qualitative method offers an indication of how and why decisions are made about the project scope management plan.
3.To create the schedule management plan to ensure that the project is completed in a timely manner	This method will use information from the identified sources to drive the decision making when creating the project schedule management plan.	The qualitative method offers an indication of how and why decisions are made about the project schedule management plan.
4.To create a cost management plan to ensure that the budget for the project is appropriately identified and managed	This method will use information from the identified sources to drive the decision making when creating the project cost management plan.	The qualitative method offers an indication of how and why decisions are made about the project cost management plan.

Objectives	Analytical	Qualitative
5.To develop a quality management plan to ensure that the results meet the expectations of the client	This method will use information from the identified sources to drive the decision making when creating the project management plan.	The qualitative method offers an indication of how and why decisions are made about the project quality management plan.
6.To develop a resource management plan to ensure that all human and physical resources are identified and managed effectively	This method will use information from the identified sources to drive the decision making when creating the project resource management plan.	The qualitative method offers an indication of how and why decisions are made about the project resource management plan.
7.To develop a communications management plan to ensure an optimal communication between the relevant stakeholders	This method will use information from the identified sources to drive the decision making when creating the project communications management plan.	The qualitative method offers an indication of how and why decisions are made about the project communications management plan.
8.To create a risk management plan to identify and prevent the potential risk in order to ensure the success of the project	This method will use information from the identified sources to drive the decision making when creating the project risk management plan.	The qualitative method offers an indication of how and why decisions are made about the project risk management plan.
9.To create a procurement management plan to ensure that both human and physical resources are properly identified and managed	This method will use information from the identified sources to drive the decision making when creating the project resource management plan.	The qualitative method offers an indication of how and why decisions are made about the project procurement management plan.
10.To develop a stakeholder management plan to identify and include all the relevant stakeholders to ensure their engagement in the project	This method will use information from the identified sources to drive the decision making when creating the project stakeholder management plan.	The qualitative method offers an indication of how and why decisions are made about the project stakeholder management plan.

(Source: Own production, 2020)

3.3. Tools

According to the *PMBOK® Guide*, a tool is defined as “something tangible, such as a template or software program, used in performing an activity to produce a product or result” (Project Management Institute, 2017, p.565).

For this particular FGP, the identified tools to be used are listed in Chart 3 below.

Chart 3. Tools

Objectives	Tools
1.To create the project charter to define the key inputs to develop the project management plan	<ul style="list-style-type: none"> • Project Charter Template • Project Management Plan Template
2.To develop the scope management plan to ensure that the project includes all the work required to complete the project successfully	<ul style="list-style-type: none"> • Work Breakdown Structure Template • Requirement Documentation Template • Requirement Management Plan Template • Scope Management Plan Template
3.To create the schedule management plan to ensure that the project is completed in a timely manner	<ul style="list-style-type: none"> • Schedule Management Plan Template • Activity List Template • Microsoft Excel
4.To create a cost management plan to ensure that the budget for the project is appropriately identified and managed	<ul style="list-style-type: none"> • Cost Management Plan Template • Microsoft Excel • Project Budgeting Template
5.To develop a quality management plan to ensure that the results meet the expectations of the client	<ul style="list-style-type: none"> • Quality Management Plan Template • Quality Checklist
6.To develop a resource management plan to ensure that all human and physical resources are identified and managed effectively	<ul style="list-style-type: none"> • Resource Management Template • Responsibilities Matrix • Physical Resource Checklist
7.To develop a communications management plan to ensure an optimal communication between the relevant stakeholders	<ul style="list-style-type: none"> • Communications Management Plan Template
8.To create a risk management plan to identify and prevent the potential risk in order to ensure the success of the project	<ul style="list-style-type: none"> • Risk Management Plan Template • Risk Register Template
9.To create a procurement management plan to ensure that both human and physical resources are properly identified and managed	<ul style="list-style-type: none"> • Procurement Management Plan Template
10.To develop a stakeholder management plan to identify and include all the relevant stakeholders to ensure their engagement in the project	<ul style="list-style-type: none"> • Stakeholder Management Plan Template • Stakeholder Analysis Chart • Stakeholder Register Template • Stakeholder Power/Interest Template

(Source: Own production, 2020)

3.4. Assumptions and Constraints

An assumption is defined as “A factor in the planning process that is considered to be true, real, or certain, without proof or demonstration.” (Project Management Institute, 2017, p.124). As for a constraint, the PMI defines it as “a limiting factor that affects the execution of a project, programme, portfolio, or process.” (Project Management Institute, 2017, p.124). In Chart 4, the assumptions and constraints for this particular FGP are presented.

Chart 4. Assumptions and Constraints

Objectives	Assumptions	Constraints
1.To create the project charter to define the key inputs to develop the project management plan	<ul style="list-style-type: none"> The charter will be created before the rest of the subsidiary plans. 	<ul style="list-style-type: none"> Not all the information is available. Short time to develop the charter
2.To develop the scope management plan to ensure that the project includes all the work required to complete the project successfully	<ul style="list-style-type: none"> All the required information is available. The supervisor is willing to support the project. 	<ul style="list-style-type: none"> Not all the information is available. The actual project moves faster than expected.
3.To create the schedule management plan to ensure that the project is completed in a timely manner	<ul style="list-style-type: none"> The time proposed for the transfer is sufficient. 	<ul style="list-style-type: none"> There is not enough time for the development of the schedule management plan.
4.To create a cost management plan to ensure that the budget for the project is appropriately identified and managed	<ul style="list-style-type: none"> The budget information is available. 	<ul style="list-style-type: none"> The current regionalization will cause cuts in the proposed budget.
5.To develop a quality management plan to ensure that the results meet the expectations of the client	<ul style="list-style-type: none"> The quality plan will identify all the requirements of the project. 	<ul style="list-style-type: none"> Given the constant changes during the project, it is not possible to develop a quality management plan.
6.To develop a resource management plan to ensure that all human and physical resources are identified and managed effectively	<ul style="list-style-type: none"> All the resources (human and physical) can be transferred to Mexico. 	<ul style="list-style-type: none"> Legal and operational restrictions make it impossible to transfer all the required resources.
7.To develop a communications management plan to ensure an optimal communication between the relevant stakeholders	<ul style="list-style-type: none"> The different stakeholders are willing to take part of the communications plan. The organization has the required technology to facilitate the remote communications. 	<ul style="list-style-type: none"> A lack of availability of the relevant stakeholder to communicate The zone differences make difficult the communications to develop the communications plan
8.To create a risk management plan to identify and prevent the potential risk in order to ensure the success of the project	<ul style="list-style-type: none"> There is enough information to adequately identify the project risks. 	<ul style="list-style-type: none"> The risks are not identified during the planning process.
9.To create a procurement management plan to ensure that both human and physical resources are properly identified and managed	<ul style="list-style-type: none"> All the suppliers are properly identified. 	<ul style="list-style-type: none"> The identified suppliers are not UN suppliers and cannot be used.
10.To develop a stakeholder management plan to identify and include all the relevant stakeholders to ensure their engagement in the project	<ul style="list-style-type: none"> All the relevant stakeholders are properly identified. 	<ul style="list-style-type: none"> The stakeholders change during the development of the FGP

(Source: Own production, 2020)

3.5. Deliverables

A deliverable is defined 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” (Project Management Institute, 2017). In Chart 5, the deliverables for this particular FGP are presented.

Chart 5. Deliverables

Objectives	Deliverables
1.To create the project charter to define the key inputs to develop the project management plan	<ul style="list-style-type: none"> • Project Charter
2.To develop the scope management plan to ensure that the project includes all the work required to complete the project successfully	<ul style="list-style-type: none"> • Scope Management Plan • Requirement Management Plan • Requirements Document
3.To create the schedule management plan to ensure that the project is completed in a timely manner	<ul style="list-style-type: none"> • Schedule Management Plan • Activity List and Duration • Resource Assignments • Gantt Chart
4.To create a cost management plan to ensure that the budget for the project is appropriately identified and managed	<ul style="list-style-type: none"> • Cost Management Plan
5. To develop a quality management plan to ensure that the results meet the expectations of the client	<ul style="list-style-type: none"> • Quality Management Plan
6.To develop a resource management plan to ensure that all human and physical resources are identified and managed effectively	<ul style="list-style-type: none"> • Resource Management Plan
7.To develop a communications management plan to ensure an optimal communication between the relevant stakeholders	<ul style="list-style-type: none"> • Communications Management Plan • Communications Matrix
8.To create a risk management plan to identify and prevent the potential risk in order to ensure the success of the project	<ul style="list-style-type: none"> • Risk Management Plan • Risk Register
9.To create a procurement management plan to ensure that both human and physical resources are properly identified and managed	<ul style="list-style-type: none"> • Procurement Management Plan
10.To develop a stakeholder management plan to identify and include all the relevant stakeholders to ensure their engagement in the project	<ul style="list-style-type: none"> • Stakeholder Management Plan • Stakeholder Register

(Source: Own production, 2020)

4. RESULTS

4.1. Project Integration Management

The project charter was the first objective for the development of the project management plan for the transfer of the Spanish UNHCR website unit from Costa Rica to Mexico as well as the first process in the project integration management knowledge area. This project charter was accomplished using interviews, meeting minutes, and the PMBOK® Guide as sources as well as a template from the PMI PMBOK Guide.

Moreover, the project management plan, also contemplated in the first objective, is the second process in the project integration management knowledge area comprised of the subsidiary plans developed during the final graduation project. A template was used to guide the compilation of the plan.

The project charter consisted of the project's purpose, objectives, description, high level risks, stakeholder list, high-level requirements, assumptions and constraints, identification of deliverables, a summary milestone schedule, overall project budget, criteria necessary for project approval, the identification of the project manager, and the sponsor's authorization (Project Management Institute, 2017).

Since neither the website unit in Costa Rica nor the Regional Communications Hub had an established project management approach or a project management office (PMO), the assistant project manager would be responsible for the development of the project management plan.

4.1.1. Project Charter

4.1.1.1. Background

Since 2001, the Regional Legal Unit for the Americas has been in charge of the Spanish website, which initially started as just an online legal database, mainly used by internal colleagues. However, in the last years, the website developed a mayor public information tool for the organization to raise awareness of the refugees' situation and the work we are doing.

Nowadays, the Spanish website is the second most important site in over 20 language specific websites, reaching thousands of people every year and contributing to the global mission of UNHCR.

In 2019, a process of decentralization started, in which many units were relocated or moved in order to assure the best use of the available resources and the closeness to the field. In this context, the Spanish website is to be moved from the Regional Legal Unit to the recently created Regional Communications Hub in Mexico to centralize all the public information units of the Americas region.

4.1.1.2. Objectives

4.1.1.2.1. General objective

To transfer the Spanish UNHCR website unit from the Regional Legal Unit in Costa Rica to the Communications Hub in Mexico

4.1.1.2.2. Specific objectives

1. To assure a smooth transition of the Spanish UNHCR website unit from the Regional Legal Unit in Costa Rica to the Communications Hub in Mexico in order to assure the full completion of the regionalization process established by the Organization.
2. To guarantee the correct functioning of all the website components during all stages of the transfer to assure that all the users of the website can access the information regardless of the process or the physical location of the unit.
3. To prove the full merge of the Spanish website unit into the Regional Communications Hub assuring the full sustainability of the project in order to continue providing the external communications services to the internal and external website users.

4.1.1.3. Key Stakeholders

Direct stakeholders:

- María Rubí, head of the Regional Communications Hub
- Stefano Zanfardino, head of the Spanish website unit
- Sofía Vargas, website editorial associate
- Regional communications team
- Americas bureau in Panama

Indirect stakeholders:

- Global Digital Communications Unit in Geneva
- Public Information Team in Madrid, Spain

4.1.1.4. Measurable Project Objectives and Success Criteria

4.1.1.4.1. Requirements

The Spanish website unit must be fully transferred by January 6, having the relevant staff located where necessary as well as all the physical and non-physical resources necessary to assure the proper functioning of the website.

4.1.1.4.2. Assumptions

1. All the required resources are available for the established date for the transfer.
2. The Americas bureau (in charge of the RCH) will not postpone or delay the transfer.
3. The required budget will be moved from the Regional Legal Unit to the Regional Communications Hub.
4. The project can be completed in the required 16 months.

4.1.1.4.3. Risks

1. Organizational
 - The Regional Legal Unit closes before expected
 - There is no budget to transfer the relevant staff from Costa Rica to Mexico
 - The transfer location is changed during the process
 - The Regionalization process is paused
2. Technical
 - Some information is lost during the transfer
3. External
 - The relevant physical assets cannot be moved to Mexico due to permits and costs
 - The relevant staff cannot move to Mexico due to governmental permits

4. Project Management

- There is no budget for the new required staff in Mexico
- The transfer of the relevant Human Resources delays
- Some staff leave the Organization before the completion of the transfer

4.1.1.4.4. Milestones

Chart 6. Milestones

Milestone	Date
1. Project Initiation	15-01-2019
2. Project Definition	15-01-2019
3. Definition of the new location for the website	15-02-2019
4. Definition of the date for the transfer	01-07-2019
5. Approval of the project charter	15-07-2019
6. Definition of the staff needs	25-11-2019
7. Definition of new roles and responsibilities	1-12-2019
8. Inventory of all the available physical and nonphysical assets of the website in Costa Rica	1-12-2019
9. Establishment of priorities and strategies for the new regional team	11-12-2019
10. Transfer of the required human resources from Costa Rica to Mexico	14-12-2019
11. Transfer of the required nonphysical resources to Mexico	14-12-2019
12. Close of the Regional Legal Unit in Costa Rica	31-12-2019
13 Approval of the established staff needs by the Americas bureau	31-01-2020
14. Final evaluation of the state of the project	01-03-2020
15. End of the project	01-04-2020

(Source: Own production, 2020)

4.1.1.5. Project Management Plan

Producing the project management plan involved integrating all the subsidiary plans, taking into account the interaction between the different knowledge areas. This process was repeated during the project because as the project was undergoing and progressive updates were made, the project management plan was also updated.

For the development of this project, the initiation and planning phases are included, and the 10 areas of knowledge are developed:

1. Integration management
2. Scope management
3. Schedule management
4. Cost management

5. Quality management
6. Resource management
7. Communications management
8. Risk management
9. Procurement management
10. Stakeholder management

4.1.1.6. Change Management Approach

The change management approach for the 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.

Management approach consists of three areas:

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

In order to assure the success when incorporating the relevant changes, a change control board will be established for the decision-making process. The board will be integrated by:

- Project manager
- Project assistant
- Project sponsor

4.1.1.7. Definitions of Change

There are several types of changes which may be requested and considered for the website transfer 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 the following:

- Scheduling changes: They are 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: They are 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. They may require changes to the cost baseline.
- Scope changes: They are 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 revisions to the 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.

4.1.1.8. Change Control Process

The project manager has overall responsibility for executing the change management process for each change request. The following will be the process to follow in order to successfully incorporate the required changes during the project.

- Identify the need for a change – The relevant stakeholder will submit a completed change request form to the project manager.
- Log change in the change request register – The project manager will keep a log of all submitted change requests throughout the project's lifecycle.
- Evaluate the change – 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.
- Submit change request to the board – The project manager will submit the change request to the board, together with the preliminary analysis.
- Decision on change request – The board will discuss the proposed change and decide whether or not it will be approved based on all the submitted information.

- Implement change – If the board approves a change, the project manager will update and re-baseline project documentation as necessary.

4.1.1.9. Project Closing

After the finalization of the project, a template will be filled in order to define the closing processes and obtain valuable lessons from the project. The template will contain the following components:

- Project name
- Project manager and team
- Risks and constraints identified during the project
- Evaluation of final deliverables
- Final budget evaluation
- Comments and lessons learned

4.2. Project Scope Management

The scope management plan provides the scope framework for this project. This plan documents the scope management approach, roles and responsibilities, scope definition, verification and control measures, scope change control, and the project's work breakdown structure and its dictionary.

4.2.1. Scope Management Approach

For this project, scope management will be the sole responsibility of the project manager. The scope for this project is defined by the scope statement, work breakdown structure (WBS), and WBS dictionary. The project manager, sponsor, and stakeholders will establish and approve documentation for measuring the project scope which includes deliverable quality checklists and work performance measurements. Proposed scope changes may be initiated by the project manager, stakeholders, or any member of the project team. All change requests will be submitted to the project manager who will then evaluate the requested scope change. Upon acceptance of the scope change request, the project manager will submit the scope change request to the change control board and project sponsor for acceptance. Based on feedback and

input from the project manager and stakeholders, the project sponsor is responsible for the acceptance of the final project deliverables and project scope.

4.2.2. Roles and Responsibilities

The project manager, sponsor, and team will all play key roles in managing the scope of this project. As such, the project sponsor, manager, and team members must be aware of their responsibilities in order to ensure that work performed on the project is within the established scope throughout the entire duration of the project. Chart 7 defines the roles and responsibilities for the scope management of this project.

Chart 7. Roles and Responsibilities

Name	Role	Responsibilities
Regional Bureau for the Americas	Project Sponsor	<ul style="list-style-type: none"> To approve scope changes when appropriate To accept project deliverables To provide required resources for the project To approve schedule changes when necessary
Website Associate	Project Manager	<ul style="list-style-type: none"> To apply schedule and scope changes when approved To control and measure the project's scope
Website Unit and Regional Communications Hub	Team Members	<ul style="list-style-type: none"> To propose scope and schedule changes for approval To take part in the definition of the project's scope

(Source: Own production, 2020)

4.2.3. Requirement Management Approach

The approach we will use for requirement management for the website transfer project will be broken down into four areas: requirement identification, requirement analysis, requirement documentation, and ongoing requirement management.

- Requirement identification:** The project team will facilitate various methods to collect requirements which may include interviews, focus groups, facilitated workshops, group creativity techniques, questionnaires, and surveys. These will be conducted among the project stakeholders to ensure all requirements are captured.
- Requirement analysis:** The project team will analyze requirements to determine if they fall into project or product categories. Additionally, this analysis will determine where in the WBS the requirements will fall or what

work activities correspond to particular requirements. Accountability and priority for each requirement will also be determined as part of the analysis. Finally, metrics and acceptance criteria must be determined for all requirements in order to provide a baseline for understanding when a requirement has been fulfilled to an acceptable level.

- **Requirement documentation:** Once requirements have been identified and analyzed, they will be documented and assigned to accountable personnel. These requirements will be added to the project plan, and the project team will determine what methodology the accountable personnel will use to track and report on the status of each requirement.
- **Ongoing requirement management:** Throughout the project lifecycle, the project manager will ensure all team members are reporting requirement statuses and raising any issues or concerns with their assigned requirements as appropriate. As the project matures, there may be situations in which requirements must change or be altered in some way. Ongoing requirement management also includes receiving approval of all requirements by all vested parties as part of the project closure.

4.2.4. Requirement Prioritization Process

The project manager will facilitate stakeholder meetings in order to establish priorities for all project requirements. This project will use a three-level scale in order to prioritize requirements. Chart 8 describes these levels and defines how requirements will be grouped.

Chart 8. Priority Levels

Priority Level	Definition
High	These requirements are mission critical. They are required for project/product success or for progression to the next project phase.
Medium	These requirements support product/process operations, but they can be completed under the next product release.
Low	These requirements are quality and/or functional enhancements and are not desirable if time and resources permit it.

(Source: Own production, 2020)

As the project moves forward and additional constraints are identified or there are issues with resources, it may be necessary for the project team and stakeholders to meet in order to determine what requirements must be achieved, which can be re-baselined, or which can be omitted. These determinations will be made in a collaborative effort based on the priorities of the requirements and which level they are assigned in accordance with the chart above.

4.2.5. Required Preconditions

The fulfillment of preliminary aspects will clarify the project and allow establishing a baseline to start planning the project.

- Required technical conditions
- Required previous studies
- Required permits
- Required equipment

4.2.6 Specific Requirements

The Requirements are divided into the following categories:

1. Business Requirements: These describe the higher-level needs of the organization as a whole, such as the business issues or opportunities, and reasons why a project has been undertaken;
2. Stakeholder Requirements: These describe needs of a stakeholder or stakeholder group;
3. Solution Requirements: These describe features, functions, and characteristics of the product, service, or result that will meet the business and stakeholder requirements. Solution requirements are further grouped into functional and nonfunctional requirements;
4. Transition Requirements: These describe temporary capabilities, such as data conversion and training requirements, needed to transition from the current as-is state to the desired future state.

Chart 9. Specific Requirements

Category	Requirement
Business Requirements	Transfer should follow global regionalization pace
Stakeholder Requirements	Contracts for the relevant staff in the new Unit
	Information should be always available for internal and external users
	Continuous communication with Senior Management Team
Solution Requirements	Proper functioning of main Spanish Website during transfer
	Server and storage system should adhere to UNHCR's standards
Transition Requirements	Training on UNHCR's server and storage standards

(Source: Own production, 2020)

4.2.7. Requirement Traceability Matrix

REQUIREMENTS TRACEABILITY MATRIX					
Project name	Transfer of the Spanish UNHCR Website Unit from Costa Rica to Mexico				
REQUIREMENT INFORMATION					
ID	REQUIREMENT	PRIORITY	RELATED DELIVERABLE(S)	VERIFICATION	ADDITIONAL COMMENTS
REQ-001	Transfer should follow global regionalization pace	Medium	Definition of all the required components for the transfer, Definition of the new location	Achievement of Website Transfer at the same time of the Global Regionalization finalization	NA
REQ-002	Contracts for the relevant staff in the new Unit	High	Document containing the new terms of reference of the staff, when relevant, Document establishing the strategy, priorities, and way forward for the new unit	100% of relevant staff has a contract after the transfer	NA
REQ-003	Information should be always available for internal and external users	Medium	Spreadsheet of existing documents and media material of the unit, Relocation of the relevant documents and materials in the new unit server	100% of relevant global, regional and national information is available in the Spanish Website	NA
REQ-004	Continuous communication with Senior Management Team	Medium	Definition of all the required components for the transfer, Document establishing the strategy, priorities, and way forward for the new unit, Document containing conclusions, lessons learned, and recommendations for the process	Communications between Project Sponsor and Senior Management Team at the end of each deliverable	NA
REQ-005	Proper functioning of main Spanish Website during transfer	High	Spreadsheet of existing documents and media material of the unit, Relocation of the relevant documents and materials in the new unit server	Page visits and engagement is consistent during the transfer	NA
REQ-006	Server and storage system should adhere to UNHCR's standards	Medium	Relocation of the relevant documents and materials in the new unit server	100% of the information from the last 10 years is properly stored	NA
REQ-007	Training on UNHCR's server and storage standards	Low	Spreadsheet of existing documents and media material of the unit	All the transferred staff members know and properly use the internal storage system	NA

(Source: Own production, 2020)

4.2.8. Scope Definition

The project team developed the project requirement documentation, the requirement management plan, and the requirement traceability matrix for the transfer project.

The scope for this project was defined through a comprehensive requirement collection process. The project description and deliverables were developed based on the requirement collection process and input from meetings, research, and surveys.

4.2.9. Project Scope Statement

The project scope statement provides a detailed description of the project, deliverables, constraints, exclusions, assumptions, and acceptance criteria. Additionally, the scope statement includes what work should not be performed in order to eliminate any implied but unnecessary work which falls outside the project's scope.

4.2.9.1. Scope Description

The scope of the project is to transfer all the components of the Spanish website unit from Costa Rica to Mexico; this includes the Spanish acnur.org website, all the relevant Spanish campaign websites (e.g. #IBelong, Con los Refugiados, Ahora les toca a ellas, Lo más importante), and the Spanish Refworld database. This also includes the transfer of the YouTube platform, Google adds, and the legal translation services.

4.2.9.2. Deliverables

There are several deliverables which will be produced as a result of the successful completion of the project. If all of the following deliverables are not met, then the project will not be considered successful. The project manager is responsible for ensuring the completion of these deliverables.

1. Definition of all the required components for the transfer
2. Definition of the new location
3. Definition of the date for the transfer
4. Document of staff assessment and needs for the regional bureau
5. Document defining the six existing positions
6. Document defining the needs for the new staff in Mexico

7. Document containing the new terms of reference of the staff, when relevant
8. Document listing the existing assets and their future owner
9. Excel spreadsheet with items, id numbers, and owners
10. Spreadsheet of existing documents and media material of the unit
11. Excel spreadsheet with the new determined owner and when the transfer will be made
12. Document establishing the strategy, priorities, and way forward for the new unit
13. Relocation of the relevant human resources in their new location
14. Relocation of the relevant resources in their new location
15. Relocation of the relevant documents and materials in the new unit server
16. Closing documents with a checklist of the work and the human and other resources
17. Document defining the required positions
18. Document containing conclusions, lessons learned, and recommendations for the process

4.2.9.3. Acceptance Criteria

Acceptance criteria have been established for the website transfer project to ensure the thorough vetting and successful completion of the project. The acceptance criteria are both qualitative and quantitative in nature. All acceptance criteria must be met in order to achieve success for this project:

1. To meet all deliverables within scheduled time and budget tolerances
2. To reduce schedule delays by at least 20%
3. To reduce budget overruns by at least 20%
4. To improve website productivity with the transfer

4.2.9.4. Project Exclusions

The project does not include the maintenance of any new special website developed during the closure phase or after the project finalization. The project does not include the legal translations made after the closure of the project.

Finally, the transfer of physical assets such as desks, chairs, and other furniture that belonged to the Regional Legal Unit and was being used by the website unit.

4.2.9.5. Project Constraints

The project sponsor has stated that the project should not exceed 304,800 US Dollars. In addition, the project duration should not exceed the sixteen (16) months to be completed, since this is the established time for the global regionalization process.

4.2.9.6. Project Assumptions

- All the required resources are available for the established date for the transfer.
- The Americas bureau (in charge of the RCH) will not postpone or delay the transfer.
- The required budget will be moved from the Regional Legal Unit to the Regional Communications Hub.
- The project can be completed in the required 16 months.

4.2.10. Work Breakdown Structure

In order to effectively manage the work required to complete this project, it will be subdivided into individual work packages. This will allow the project manager to more effectively manage the project's scope as the project team works on the tasks necessary for project completion. The project is broken down into six phases: the initiation phase, the definition phase, the pre-transfer phase, the transfer phase, the post-transfer phase, and the project management phase. Each of these phases is then subdivided further down to work packages (see figure 4 below).

In order to more clearly define the work necessary for project completion, the WBS dictionary is used. The WBS dictionary includes an entry for each WBS element. The WBS dictionary includes a detailed description of work for each element and the deliverables, budget, and resource needs for that element. The project team will use the WBS dictionary, described in Chart 9, as a statement of work for each WBS element.

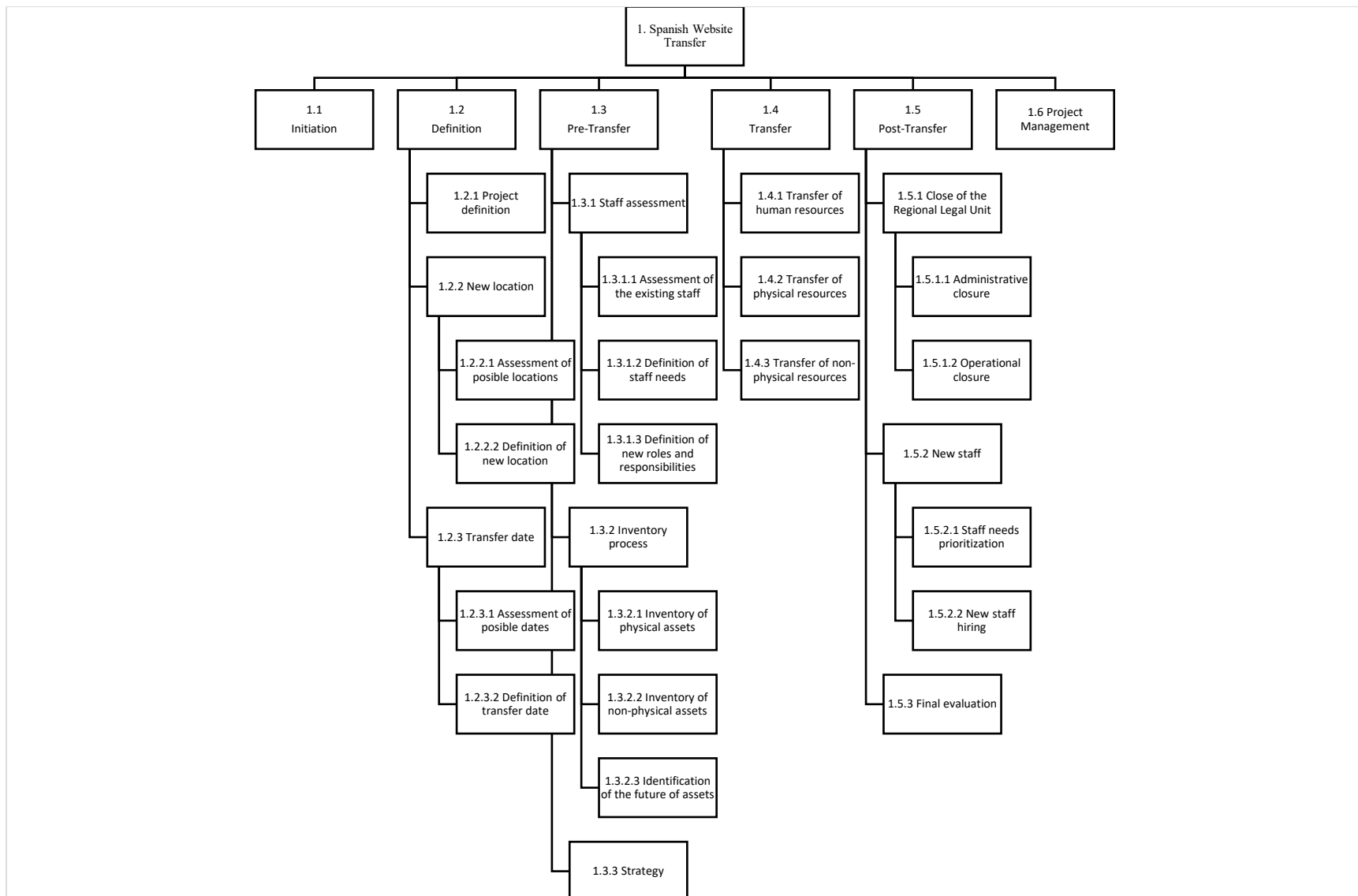


Figure 4. Project Work Breakdown Structure. (Source: Own production, 2020)

Chart 10. Work Breakdown Structure Dictionary

Level	WBS Code	Name	Description	Deliverable	Budget	Resources
1	1.1	Initiation	Commencement of the project		NA	
1	1.2	Definition	Definition of the project		\$11,810	Computers Internet Required literature and internal documentation
2	1.2.1	Project definition	Definition of key components for the project	Definition of all the required components for the transfer	\$6,110	Computers Internet Required literature and internal documentation
2	1.2.2	New location	Evaluation of possible new locations, and final decision on where to translate the unit	New location documentation	\$4,500	Computers Internet Required literature and internal documentation
3	1.2.2.1	Assessment of possible location	Assess the possible countries and cities where the unit could be translated based on costs and operational needs	Spreadsheet with possible countries and locations conditions	\$800	Computers Internet Required literature and internal documentation
3	1.2.2.2	Definition of new location	Election on the new location for the unit	Location evaluation and decision documentation	\$3,700	Computers Internet Required literature and internal documentation
2	1.2.3	Transfer date	Evaluation of possible dates for the transfer	Roadmap document for the transfer	\$1,200	Computers Internet Required literature and internal documentation
3	1.2.3.1	Assessment of possible dates	Assess the possible dates the unit could be translated based on the global regionalization schedule and operational needs	Spreadsheet with possible dates for the transfer	\$250	Computers Internet Required literature and internal documentation
3	1.2.3.2	Definition of	Election on the	Transfer	\$950	Computers

Level	WBS Code	Name	Description	Deliverable	Budget	Resources
		transfer date	transfer date	evaluation and decision documentation		Internet Required literature and internal documentation
1	1.3	Pre-Transfer	Preparation of the necessary elements for a successful transfer		\$19,890	Computers Internet Required internal documentation Internal server
2	1.3.1	Staff assessment	Assessment of the human resources of the website unit	Document of staff assessment and needs for the regional bureau	\$2,610	Computers Internet Required literature and internal documentation
3	1.3.1.1	Assessment of the existing staff	Assessment of the six existing positions	Document defining the six existing positions	\$2,400	Computers Internet Required internal documentation
3	1.3.1.2	Definition of staff needs	Definition of the needs of the staff for the new location	Document defining the needs for the new staff in Mexico	\$690	Computers Internet Required internal documentation
3	1.3.1.3	Definition of new roles and responsibilities	Definition of the roles and responsibilities of the staff during the transfer	Document containing the new terms of reference of the staff, when relevant	\$1,520	Computers Internet Required internal documentation
2	1.3.2	Inventory process	Assess the existing assets of the unit and identify their future	Document listing the existing assets and their future owner	\$1,100	Computers Internet Required internal documentation
3	1.3.2.1	Inventory of physical assets	Assessment of the existing physical resources	Excel spreadsheet with items, id numbers, and owners	\$500	Computers Internet Required internal documentation
3	1.3.2.2	Inventory of non-physical assets	Assessment of the existing non-physical resources	Spreadsheet of the existing documents and media material of the unit.	\$100	Computers Internet Internal server
3	1.3.2.3	Identification of the future of assets	Determine whether the assets will be transferred to the new location,	Excel spreadsheet with the new determined owner and when	\$1,000	Computers Internet Required internal documentation

Level	WBS Code	Name	Description	Deliverable	Budget	Resources
			transferred to the national office, or donated to partner NGOs	the transfer will be made		
2	1.3.3	Strategy	Meeting of the regional communications team for the definition of priorities and strategy for the new website unit	Document establishing the strategy, priorities, and way forward for the new unit	\$13,680	Computers Internet Required literature and internal documentation
1	1.4	Transfer	Effective transfer of the website unit from Costa Rica to Mexico		\$22,900	Computers Internet Required internal documentation Clearances from the organization, the new owners, and the government
2	1.4.1	Transfer of human resources	Move of the relevant human resources from Costa Rica to Mexico	Relocation of the relevant human resources in their new location	\$8,500	Computers Internet Relevant clearances from the organization and the government
2	1.4.2	Transfer of physical resources	Move of the relevant physical resources from Costa Rica to Mexico or another relevant location	Relocation of the relevant resources in their new location	\$13,700	Computers Internet Required internal documentation Clearances from the organization, the new owners, and the government
2	1.4.3	Transfer of non-physical resources	Move of the relevant non-physical resources from Costa Rica to Mexico	Relocation of the relevant documents and materials in the new unit server	\$700	Computers Internet Required internal documentation
1	1.5	Post-Transfer	Posterior work and evaluation of the process		\$250,200	Computers Internet Required internal

Level	WBS Code	Name	Description	Deliverable	Budget	Resources
						documentation
2	1.5.1	Close of the Regional Legal Unit	Effective close of the existing Regional Legal Unit	Closing documents with a checklist of the work and the human and other resources	\$225,000	Computers Internet Required internal documentation Inventory documents
3	1.5.1.1	Administrative closure	Closure of all administrative issues such as services and contracts	Closing documents with the human and other resources	\$181,000	Computers Internet Required internal documentation Inventory documents
3	1.5.1.2	Operational closure	Closure of operational issues of the unit	Closing documents with a checklist of the work	\$44,000	Computers Internet Required internal documentation
2	1.5.2	New staff assessment	Assessment of the required staff for the new unit	Document defining the required positions of reference	\$7,000	Computers Internet Required literature Strategy document
3	1.5.2.1	Staff needs prioritization	Evaluation and prioritization of the required positions	Document defining the required positions	\$3,300	Computers Internet Required internal documentation Strategy document
3	1.5.2.2	Request of staff to Human Resources	Define the required positions and request to Human resources to start the process	Terms reference of	\$3,700	Computers Internet Required internal documentation Strategy document
2	1.5.3	Final evaluation	Final evaluation of the transfer process	Document containing conclusions, lessons learned, and recommendations for the process	\$18,200	Computers Internet Required literature Closing documents Inventory documents
1	1.6	Project Management			NA	

(Source: Own production, 2020)

4.2.11. Scope Control

The project manager and the project team will work together to control the scope of the project. The project team will leverage the WBS dictionary by using it as a statement of work for each WBS element. 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 the scope control process is followed.

If a change to the project scope is needed, the process for recommending changes to the scope of the project must be carried out. Any project team member or sponsor can request changes to the project scope. All change requests must be submitted to the project manager in the form of a project change order. The project manager will then review the suggested change to the scope of the project. The project manager will then either deny the change request if it does not apply to the intent of the project or convene a change control meeting between the project team and sponsor to review the change request further and perform an impact assessment of the change. If the change request receives the approval by the project manager and sponsor, the project manager will then formally submit the change request to the project sponsor who will then formally accept the change by signing the change order. Upon acceptance of the scope change by the project manager and project sponsor, the project manager will update all project documents and communicate the scope directive to all project team members and stakeholders.

4.3. Project Schedule Management

The project schedule is the roadmap for how the project will be executed and finalized. The schedule plan is an important part of the project because it gives a picture of the project's status at any given time to all the relevant stakeholders, including the project team. This plan also includes how the team will monitor the project schedule and manage changes after the baseline schedule has been approved.

4.3.1. Schedule Management Approach

Project schedules will be created using Excel. Activity definition will identify the specific work packages, which must be performed to complete each deliverable.

Activity sequencing will be used to determine the order of work packages and assign relationships between project activities. Activity duration estimating will be used to calculate the number of work periods required to complete work packages. Resource estimating will be used to assign resources to work packages in order to complete schedule development.

Once a preliminary schedule has been developed, the project team and the relevant stakeholders will review it. The project team and resources must agree to the proposed work package assignments, durations, and schedule. Once this is achieved, the project sponsor will review and approve the schedule, and it will then be baselined.

The following will be designated as milestones for the project schedule:

1. Project initiation
2. Project definition
3. Definition of the new location for the website
4. Definition of the date for the transfer
5. Approval of the project charter
6. Definition of the staff needs
7. Definition of new roles and responsibilities
8. Inventory of all the available physical and nonphysical assets of the website in Costa Rica
9. Establishment of priorities and strategies for the new regional team
10. Transfer of the required human resources from Costa Rica to Mexico
11. Transfer of the required nonphysical resources to Mexico
12. Close of the Regional Legal Unit in Costa Rica
13. Approval of the established staff needs by the Americas bureau
14. Final evaluation of the state of the project
15. End of the project

Roles and responsibilities for schedule development are as follows:

The project manager will be responsible for facilitating work package definition, sequencing, and estimating duration and resources with the project team. The project manager will also create the project schedule using Excel and validate the schedule

with the project team, stakeholders, and the project sponsor. The project manager will obtain schedule approval from the project sponsor and baseline the schedule.

The project team is responsible for participating in work package definition, sequencing, and duration and resource estimating. The project team will also review and validate the proposed schedule and perform assigned activities once the schedule is approved.

The project sponsor will participate in reviews of the proposed schedule and approve the final schedule before it is baselined.

The project stakeholders will participate in reviews of the proposed schedule and assist in its validation.

4.3.2. Schedule Control

The project schedule will be reviewed and updated as necessary, after monthly meetings for progress verification. The project manager is responsible for holding updates and reviews, determining impacts of schedule variances, submitting schedule change requests, and reporting schedule status in accordance with the project's communications plan.

The project team is responsible for participating in schedule updates, communicating any changes to actual start/finish dates to the project manager, and participating in schedule variance resolution activities as needed.

The project sponsor will maintain awareness of the project schedule status and review/approve any schedule change requests submitted by the project manager.

4.3.3. Schedule Changes and Thresholds

If any member of the project team determines that a change to the schedule is necessary, the project manager and team will meet to review and evaluate the change. The project manager and project team must determine which tasks will be impacted, the variance as a result of the potential change, and any alternatives or variance resolution activities they may employ to see how they would affect the scope, schedule, and resources. If, after this evaluation is complete, the project manager determines that any change will exceed the established boundary conditions, then a schedule change request must be submitted.

Submittal of a schedule change request to the project sponsor for approval is required if either of the two following conditions is true.

- The proposed change is estimated to reduce the duration of an individual work package by 3% 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 3% or more or increase the duration of the overall baseline schedule by 10% or more.

Any change requests that do not meet these thresholds may be submitted to the project manager for approval.

Once the change request has been reviewed and approved, the project manager is responsible for adjusting the schedule and communicating all changes and impacts to the project team, project sponsor, and stakeholders. The project manager must also ensure that all change requests are archived in the project record repository.

4.3.4. Scope Change

Any changes in the project scope, which have been approved by the project sponsor, will require the project team to evaluate the effect of the scope change on the current schedule. If the project manager determines that the scope change will significantly affect the current project schedule, he may request that the schedule be re-baselined in consideration of any changes which need to be made as part of the new project scope. The project sponsor must review and approve this request before the schedule can be re-baselined.

The second process in planning project schedule management, following the development of the schedule management plan, was activity definition (see Chart 11). The schedule and scope management plans containing the scope baseline comprised of the WBS, project deliverables, constraints and assumptions were inputs used specifically for activity definition. Of the techniques identified in the PMBOK® Guide, decomposition and expert judgement were the ones used during this process.

Chart 11. Activity Definition

Activity Code	Name	Description	Responsible
1.1	Initiation	Commencement of the project	Project team/ Regional hub/ Americas bureau
1.2	Definition	Definition of the project	Project team/ Regional hub/ Americas bureau
1.2.1	Project definition	Definition of key components for the project	Project team/ Regional hub/ Americas bureau
1.2.2	New location	Evaluation of possible new locations, and final decision on where to translate the unit	Head of the Americas bureau
1.2.2.1	Assessment of possible location	Assess the possible countries and cities where the unit could be translated based on costs and operational needs	Head of the Americas bureau
1.2.2.2	Definition of new location	Election on the new location for the unit	Head of the Americas bureau
1.2.3	Transfer date	Evaluation of possible dates for the transfer	Head of the Americas bureau
1.2.3.1	Assessment of possible dates	Assess the possible dates the unit could be translated based on the global regionalization schedule and operational need	Head of the Americas bureau
1.2.3.2	Definition of transfer date	Election on the transfer date	Head of the Americas bureau
1.3	Pre-Transfer	Preparation of the necessary elements for a successful transfer	Project team/ Regional hub/ Americas bureau/ Procurement team/ Human resources team
1.3.1	Staff assessment	Assessment of the human resources of the website unit	Project team
1.3.1.1	Assessment of the existing staff	Assessment of the six existing positions	Project team
1.3.1.2	Definition of staff needs	Definition of the needs of the staff for the new location	Project team/ Regional hub/ Human resources team
1.3.1.3	Definition of new roles and responsibilities	Definition of the roles and responsibilities of the staff during the transfer	Project team/ Regional hub/
1.3.2	Inventory process	Assess the existing assets of the unit and identify their future	Project team/ IT focal point/Admin. officer of the Regional Legal Unit
1.3.2.1	Inventory of physical assets	Assessment of the existing physical resources	Project team/ Head of the Regional Legal Unit
1.3.2.2	Inventory of non-physical assets	Assessment of the existing non-physical resources	Project team
1.3.2.3	Identification of the	Determine whether the assets	Project team/ Head of

Activity Code	Name	Description	Responsible
	future of assets	will be transferred to the new location, transferred to the national office, or donated to partner NGOs	Regional Legal Unit/ Admin. officer of UNHCR's national office
1.3.3	Strategy	Meeting of the regional communications team for the definition of priorities and strategy for the new website unit	Project team/ Regional hub/Relevant communication officers from the region
1.4	Transfer	Effective transfer of the website unit from Costa Rica to Mexico	Project team/ Regional hub/Human resources team/ Procurement team
1.4.1	Transfer of human resources	Move of the relevant human resources from Costa Rica to Mexico	Project team/ Regional hub/Human resources team/
1.4.2	Transfer of physical resources	Move of the relevant physical resources from Costa Rica to Mexico or another relevant location	Project team/ Regional hub/ Procurement team/ Head of the Regional Legal Unit
1.4.3	Transfer of non-physical resources	Move of the relevant non-physical resources from Costa Rica to Mexico	Project team
1.5	Post-Transfer	Posterior work and evaluation of the process	Project team/ Regional hub/ Americas bureau/
1.5.1	Close of the Regional Legal Unit	Effective close of the existing Regional Legal Unit	Head of the Regional Legal Unit/ Human resources team/ Admin officers/ Americas bureau
1.5.1.1	Administrative closure	Closure of all administrative issues such as services and contracts	Head of the Regional Legal Unit/ Human resources team/ Admin officers/ Americas bureau
1.5.1.2	Operational closure	Closure of operational issues of the unit	Head of the Regional Legal Unit / Americas bureau
1.5.2	New staff assessment	Assessment of the required staff for the new unit	Project team/ Regional hub/ Human Resources team
1.5.2.1	Staff needs prioritization	Evaluation and prioritization of the required positions	Project team/ Regional hub
1.5.2.2	Request of staff to Human Resources	Define the required positions and request to Human resources to start the process	Project team/ Regional hub/ Human Resources team
1.5.3	Final evaluation	Final evaluation of the transfer process	Project team/ Regional hub/ Americas bureau/

(Source: Own production, 2020)

Following the activities identification, the required duration as well as the necessary resources were identified as seen in Chart 12.

Chart 12. Activity Duration

Activity Code	Name	Duration	Resources
1.1	Initiation	1 day	
1.2	Definition	6 months	
1.2.1	Project definition	2 months	Computers Internet Required literature and internal documentation
1.2.2	Assessment of the new location	2 months	Computers Internet Required literature and internal documentation
1.2.3	Assessment of the transfer date	4 months	Computers Internet Required literature and internal documentation
1.3	Pre-Transfer	6 months	
1.3.1	Staff assessment	5 months	Computers Internet Required literature and internal documentation
1.3.1.1	Assessment of the existing staff	2 months	Computers Internet Required internal documentation
1.3.1.2	Definition of staff needs	2 months	Computers Internet Required internal documentation
1.3.1.3	Definition of new roles and responsibilities	2 months	Computers Internet Required internal documentation
1.3.2	Inventory process	3 months	Computers Internet Required internal documentation

Activity Code	Name	Duration	Resources
1.3.2.1	Inventory of physical assets	1.5 months	Computers Internet Required internal documentation
1.3.2.2	Inventory of non-physical assets	2 weeks	Computers Internet Internal server
1.3.2.3	Identification of the future of assets	1 month	Computers Internet Required internal documentation
1.3.3	Strategy	2 months	Computers Internet Required literature and internal documentation
1.4	Transfer	2 months	
1.4.1	Transfer of human resources	2 weeks	Computers Internet Relevant clearances from the organization and the government
1.4.2	Transfer of physical resources	2 weeks	Computers Internet Required internal documentation Clearances from the organization, the new owners, and the government
1.4.3	Transfer of non-physical resources	1 week	Computers Internet Required internal documentation
1.5	Post-Transfer	4.5 months	
1.5.1	Close of the Regional Legal Unit	1 month	Computers Internet Required internal documentation
1.5.2	New staff assessment	3 months	Computers Internet Required literature
1.5.3	Final evaluation	2 months	Computers Internet Required literature

(Source: Own production, 2020)

Furthermore, the next process, in order to properly manage time, is to establish a relationship logic of the sequences of activities, determining dependencies between them. The sequencing of the activities is shown in Chart 13.

Chart 13. Activity Relations

Activity Code	Name	Predecessor	Successor
1.1	Initiation		1.2
1.2	Definition	1.1	1.3
1.2.1	Project definition	1.1	1.2.2
1.2.2	New location	1.2.1	1.2.3
1.2.2.1	Assessment of possible location	1.2.1	1.2.2.2
1.2.2.2	Definition of new location	1.2.2.1	1.2.3
1.2.3	Transfer date	1.2.2.2	1.3
1.2.3.1	Assessment of possible dates	1.2.3	1.2.3.2
1.2.3.2	Definition of transfer date	1.2.3.1	1.3
1.3	Pre-Transfer	1.2.3.2	1.4
1.3.1	Staff assessment	1.3	1.3.1.1
1.3.1.1	Assessment of the existing staff	1.3	1.3.3
1.3.1.2	Definition of staff needs	1.3.1.1	1.3.3
1.3.1.3	Definition of new roles and responsibilities	1.3	1.3.3
1.3.2	Inventory process	1.3.1	1.3.2.3

Activity Code	Name	Predecessor	Successor
1.3.2.1	Inventory of physical assets	1.3.1	1.3.2.3
1.3.2.2	Inventory of non-physical assets	1.3.1	1.3.2.3
1.3.2.3	Identification of the future of assets	1.3.2.2	1.3.3
1.3.3	Strategy	1.3.2.3	1.4
1.4	Transfer	1.3	1.5
1.4.1	Transfer of human resources	1.4	1.5.1
1.4.2	Transfer of physical resources	1.4	1.5.1
1.4.3	Transfer of non-physical resources	1.4	1.5.1
1.5	Post-Transfer	1.4	End
1.5.1	Close of the Regional Legal Unit	1.5	1.5.2
1.5.1.1	Administrative closure	1.5.1	1.5.2
1.5.1.2	Operational closure	1.5.1	1.5.2
1.5.2	New staff assessment	1.5.1	1.5.3
1.5.2.1	Staff needs prioritization	1.5.2	1.5.2.2
1.5.2.2	Request of staff to Human Resources	1.5.2.1	1.5.3
1.5.3	Final evaluation	1.5.2	End

(Source: Own production, 2020)

Finally, the last planning process conducted for project time management, also detailed in the PMBOK® Guide, was the development of the schedule. The schedule was created concurrently with the preceding time management processes. The schedule Gantt chart for the project is in Figure 5.

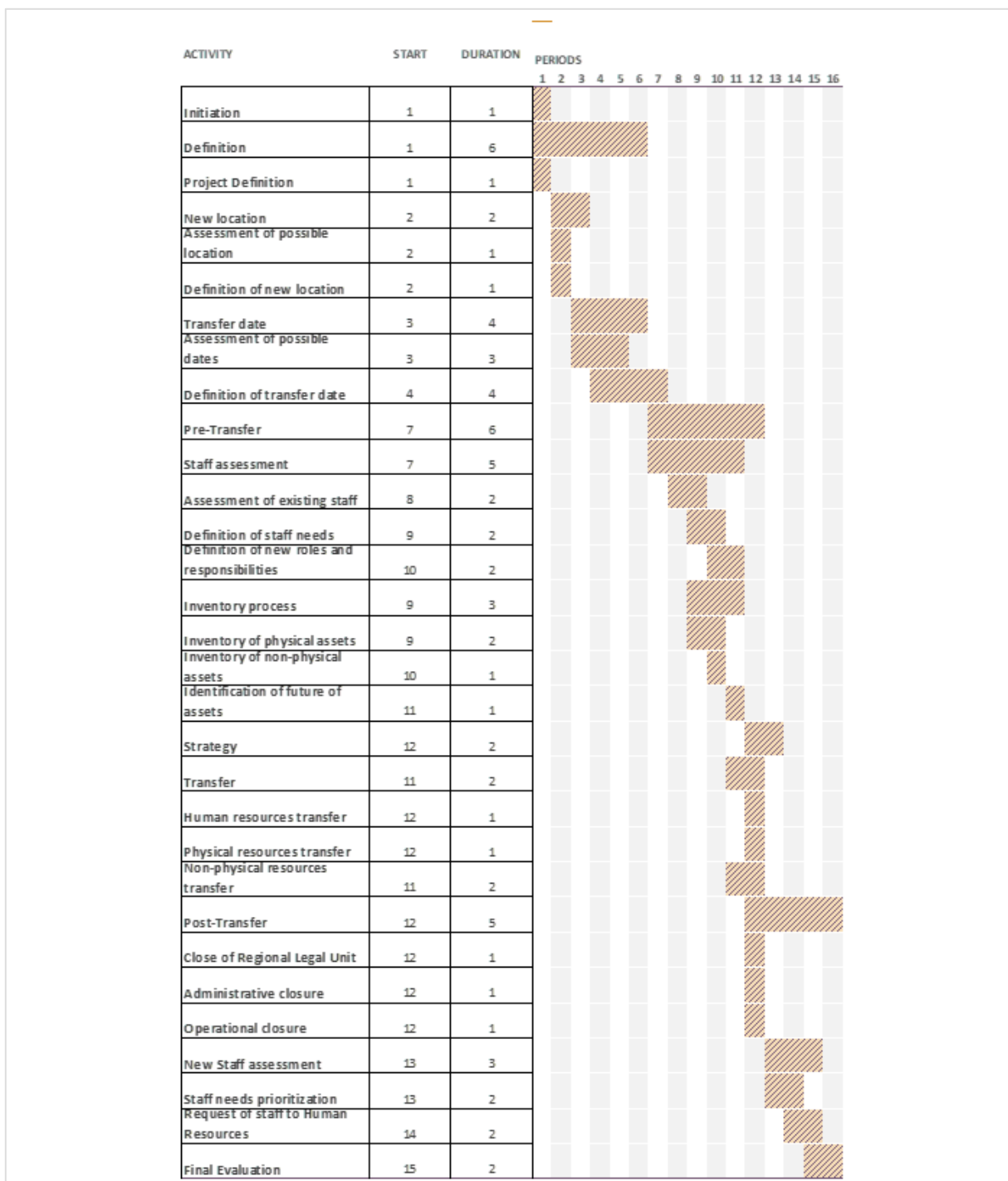


Figure 5. Website Transfer Schedule Management Plan. (Source: Own production, 2020)

In order to establish the duration of the activities, a work schedule of 40 hours per week was set, distributed over eight hours a day from Monday to Friday, from 8:00 a.m. to 5:00 p.m., with one lunch hour per day. In addition, there are 10 holidays during the project process. Here is the list:

- Thursday April 18- Holy Thursday
- Friday April 19, 2019 – Holy Friday
- Wednesday May 1, 2019- Labor Day
- Wednesday June 5, 2019 – Eid al-Fitr
- Thursday July 25, 2019 – Anexión del Partido de Nicoya
- Friday August 2, 2019 – Día de la Virgen de los Ángeles
- Monday August 12, 2019 – Eid al-Adha
- Thursday August 15, 2019- Mother's Day
- Wednesday December 25, 2019 – Christmas Day
- Wednesday January 1, 2020 – New Year Day

4.4. Project Cost Management

The project manager will be responsible for managing and reporting on the project's cost throughout the duration of the project. During the monthly project status meeting, the project manager will meet with management to present and review the project's cost performance for the preceding month. Performance will be measured using earned value. The project manager is responsible for accounting for cost deviations and presenting the project sponsor with options for getting the project back on budget. The project sponsor has the authority to make changes to the project to bring it back within budget.

4.4.1. Cost Management Approach

Based on the standards, policies, and guidance of UNHCR, it is possible to determine the costs of the human resources, the physical resources, and the permitted expenses for each activity. In the case of the suppliers, UNHCR has already established relationships which assure certain prices for the required goods and services.

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 in order 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 they can be included within the scope of the project.

4.4.2. Measuring Project Costs

The performance of the project will be measured using earned value management. The following four earned value metrics will be used to measure the project's cost performance:

- Schedule variance (SV)
- Cost variance (CV)
- Schedule performance index (SPI)
- Cost performance index (CPI)

If the schedule performance index or cost performance index has a variance between 0.1 and 0.2, the project manager must report the reason for the exception. If the SPI or CPI has a variance greater than 0.2, the project manager must report the reason for the exception and provide management with a detailed corrective plan to bring the project's performance back to acceptable levels. Chart 13 shows the performance index for the web transfer project.

Chart 14. *Performance Index*

Performance Measure	Yellow	Red
Schedule Performance Index (SPI)	Between 0.9 and 0.8 or between 1.1 and 1.2	Less than 0.8 or greater than 1.2
Cost Performance Index (CPI)	Between 0.9 and 0.8 or between 1.1 and 1.2	Less than 0.8 or greater than 1.2

(Source: Own production, 2020)

4.4.3. Reporting Format

Reporting for cost management will be included in the monthly project status report. The monthly project status report will include a section labeled, "Cost Management". This section will contain the earned value metrics identified in the previous section. All cost variances outside of the thresholds identified in this cost management plan will be reported including any corrective actions, which are planned. Change requests that are triggered based on project cost overruns will be identified and tracked in this report.

4.4.4. Cost Variance Response Process

The control thresholds for this project are a CPI or SPI of less than 0.8 or greater than 1.2. If the project reaches one of these control thresholds, a cost variance corrective action plan is required. The project manager will present the project sponsor with options for corrective actions within five business days from when the cost variance is first reported. Within five 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 the means by which 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 the project will be updated to reflect the corrective actions.

4.4.5. Cost Change Control Process

The cost change control process will follow the established project change request process. The project sponsor must approve approvals for project budget/cost changes.

4.4.6. Project Budget

The budget for this project is detailed below. Costs for this project are presented in various categories.

- Fixed costs: \$294,820
- Material costs: \$4,960

- Permits and shipping costs: \$5,020
- Total project cost: \$304,800
- Management reserve: \$15,240

After developing the schedule, the costs were estimated for the project. The cost management plan was used as an input to this process. The tools and techniques used were expert judgement, bottom-up, analogous, and parametric estimating, reserve analysis, vendor bid analysis, and a project management software. Meetings were conducted with the project team and sponsor to determine the most effective means of estimating the budget for the project. The software used to calculate the estimated project costs was Microsoft Excel 2016.

In order to determine the cost of each work package, costs were estimated for each related task required to complete the components of work identified during activity definition. To do this, analogous estimating and parametric estimating were utilized, and the data was then compared to the vendors' bids to ensure that estimates were feasible. Expert judgement was used to identify the percentage allocated for the contingency reserve, which was estimated in a 3%.

Using the information from the activity cost estimates, scope baseline, cost management plan, project schedule, risk register, and agreements, the budget was determined by aggregating the costs of each work package. During this process, expert judgement was used to ensure that the planned expenditure did not exceed the funds committed to the project by the project sponsor.

Chart 15. Project Budget

Category	Expense	Description	Quantity	Quantity Cost	Total Cost
Fixed Costs	Human Resources	Project Team	6		\$235,000
	Services	Rent, Electricity, and Water	N/A	N/a	\$59,820
Material Costs	External Hard Drives	Hard Drives for the Information Backup	3	\$100	\$300
	Desktops	Desktops for Website Unit Members	6	\$600	\$3,600
	Laptops	Laptops for the Project Manager and the Assistant	2	\$530	\$1,060
Permits and Shipping Costs	Work Permit	Stamps for the Required Work Permit	2	\$10	\$20
	Shipping from Costa Rica to Mexico	Shipping of the Assets from Costa Rica to Mexico	1	\$5,000	\$5,000
TOTAL					\$304,800

(Source: Own production, 2020)

4.5. Project Quality Management

The quality management plan will establish the activities, processes, and procedures for ensuring a quality product upon the conclusion of the project. The purpose of this plan is to:

- Ensure quality is planned
- Define how quality will be managed
- Define quality assurance activities
- Define quality control activities
- Define acceptable quality standards

4.5.1. Quality Management Approach

The quality management approach for the transfer project will ensure quality is planned for both the product and processes. In order to be successful, this project will meet its quality objectives by utilizing an integrated quality approach to define quality standards, measure quality, and continuously improve quality. Product quality will be defined by the organization's current standards and criteria.

Product quality for the Transfer of the Spanish Website project will be defined by the company's current standards and criteria based on industry standards. The focus is on the project's deliverable and the standards and criteria being used will ensure the product meets established quality standards and the sponsor's satisfaction.

Process quality for the Transfer of the Spanish Website project will be focused primarily on the process of relocating the nonphysical assets (documents, domains, and websites information) and the relocation of the relevant staff.

Metrics will be established and used to measure quality throughout the project life cycle for the processes. The project team will be responsible to define these metrics, conduct measurements, and analyze results. These product and process measurements will be used as one criterion in determining the success of the project and must be reviewed by the project sponsor. Metrics will include:

- Schedule
- Resources
- Cost
- Process performance

Any member of the project team will identify quality improvements. Each recommendation will be reviewed to determine the cost versus the benefit of implementing the improvement and how the improvement will influence the processes. If an improvement is implemented, the project manager will update all project documentation to include the improvement, and will update the organizational documentation that the improvement affects.

4.5.2. Quality Requirements / Standards

4.5.2.1. Product Quality

The product quality standards and requirements will be determined by the project manager and the sponsors. These standards will primarily be based on the organization's documented standards. Over the years, the organization has developed specific standards regarding quality, which apply to every operation regardless of the project or its geographical location. These standards will be assured, in coordination with the supply unit in both Costa Rica and Mexico, since the standards do not change depending on the operation.

4.5.2.2. Process Quality

The process quality standards and requirements will be determined by the project manager and the sponsor. These standards will primarily be based on the organization's documented standards. Over the years, the organization has developed specific standards regarding quality, which apply to every operation regardless of the project or its geographical location. These standards will be assured, in coordination with the supply unit in both Costa Rica and Mexico, since the standards do not change depending on the operation. These standards will be communicated to all project stakeholders.

4.5.2.3. Quality Assurance

The quality assurance of the website transfer project focuses on the processes used for the storage of the required information and for the functioning of the website during the transfer.

In order to ensure quality, an iterative quality process will be used throughout the project life cycle. This iterative process includes measuring process metrics, analyzing process data, and continuously improving the processes.

The project manager and the project team will provide day-to-day quality management and conduct process audits on a weekly basis, monitor process performance metrics, and assure all processes comply with project standards.

Chart 16. Quality Assurance Activities

Process Action	Acceptable Process Standards	Process Phase	Assessment Interval
Storage methods testing			
Website functioning testing			
Website activity testing			

(Source: Own production, 2020)

Process improvement is another aspect of quality assurance. Quality assurance reviews, findings, and assessments should always result in some form of process improvement and finally, in an overall improvement of the project. All process improvement efforts must be documented, implemented, and communicated to all stakeholders, especially to the sponsor, as changes are made.

4.5.2.4. Quality Control

The quality control of the Transfer of the Website Unit focuses primarily on the process of relocating the nonphysical assets (documents, domains, and websites information) and the relocation of the relevant staff. The quality performance standards for the Transfer are in accordance with the organizational standards.

The project team will ensure all standards are met for each process of the transfer, perform audits, and assist the project manager with creating or updating all documentation related to product quality. The project manager will schedule occurring project, management, and document reviews after each milestone is met.

Among the quality control activities are the following:

- Quality Audits
- Inspection
- Website Testing

4.5.2.5. Quality Control Measurements

All project deliverables and processes must be measured and fall within the established standards and tolerances. The below logs will be used by the project team in conducting these measurements and will be maintained for use as supporting documentation for the project's acceptance.

Chart 17. Quality Assurance Log

Process Inspection #	Date	Process Measured	Required Value	Actual Measured	Acceptable? (Y/N)	Recommendation	Date Resolved

(Source: Own production, 2020)

Chart 18. Quality Control Log

Deliverable #	Date	Item Measured	Required Value	Actual Measured	Acceptable? (Y/N)	Recommendation	Date Resolved

(Source: Own production, 2020)

4.6. Project Resource Management

Managing the resources of a project is one of the most important and time-demanding aspects of the project manager's work, whether they are human, physical, or financial.

4.6.1. Resource Management Approach

The plan resource management process defines how to estimate, acquire, manage, and utilize physical and team resources. For the website unit transfer project, there will be a need for human and physical resources for it to be successfully implemented and executed. First, the resources are listed below.

4.6.1.1. Human Resources

The roles and responsibilities for the project team are essential for the success of the project. All team members must have clarity of their roles and responsibilities in order to successfully perform their role in the project. For the website transfer, the following project team roles and responsibilities have been established:

- **Project manager (1 position):** The project manager is responsible for the overall success of the project. The PM will be responsible for reporting the project status in accordance with the communications management plan. The PM will evaluate the performance of all project team members. The PM must possess the following skills: leadership/management, budgeting, scheduling, and effective communication.
- **Project team (4 positions):** The project team is responsible for creating project planning documents (i.e. project management plan), taking meeting minutes, reporting to the PM on changes and updates made to the project for approval, managing the procurement process. It is responsible for providing expertise in the transfer of important data and information for the transfer as well as providing assistance during the inventory of physical and non-physical resources. The PM assistant must have the following skills: effective communication, scheduling, organization, and reporting.
- **Head of the hub (1 position):** The head of the hub is responsible for assuring the proper progress from Mexico as well as providing spaces and necessary equipment for the transferred staff. The head of the hub is also responsible for the functioning of the unit after the transfer.
- **Project sponsor (1 position):** The project sponsor is responsible for providing the necessary budget and permits for the transfer project as well as giving the final approval for the changes during the project.

For the website transfer project, the estimation of required funding for the human resources is \$235,000, which contemplates the salary of the entire project team. Moreover, due to the nature of the project, which requires no external expertise, there will be no extra human resources needed, since the project team will be in charge of the project in addition to the regular workload.

4.6.1.1.1. Project Organizational Charts

The RACI chart (Chart 19) shows the relationship between project tasks and team members. Any proposed changes to project responsibilities must be reviewed and approved by the project manager. Changes will be proposed in accordance with the project's change control process.

Chart 19. RACI

WBS Code	Activity	Project Manager	Project Team	Head of the Hub	Project Sponsor
1.2.1	Project definition	A	I	C	C
1.2.2	New location	A	I	R	R
1.2.2.1	Assessment of possible location	R	A	C	A
1.2.2.2	Definition of new location	A	I	C	R
1.2.3	Transfer date	A	I	C	R
1.2.3.1	Assessment of possible dates	A	I	C	R
1.2.3.2	Definition of transfer date	A	I	C	R
1.3.1	Staff assessment	R	A	C	I
1.3.1.1	Assessment of the existing staff	R	A	I	I
1.3.1.2	Definition of staff needs	R	I	C	C
1.3.1.3	Definition of new roles and responsibilities	R	C	C	I
1.3.2	Inventory process	A	R	C	I
1.3.2.1	Inventory of physical assets	A	R	C	I
1.3.2.2	Inventory of non-physical assets	A	R	I	I
1.3.2.3	Identification of the future of assets	R	A	C	C
1.3.3	Strategy	R	I	R	C
1.4.1	Transfer of human resources	R	A	C	R
1.4.2	Transfer of physical resources	A	R	C	C

WBS Code	Activity	Project Manager	Project Team	Head of the Hub	Project Sponsor
1.4.3	Transfer of non-physical resources	A	R	I	I
1.5.1	Close of the Regional Legal Unit	A	I	I	R
1.5.1.1	Administrative closure	A	I	I	R
1.5.1.2	Operational closure	A	I	I	R
1.5.2	New staff assessment	R	I	C	C
1.5.2.1	Staff needs prioritization	R	I	C	C
1.5.2.2	Request of staff to Human Resources	A	I	R	C
1.5.3	Final evaluation	R	A	R	C

(Source: Own production, 2020)

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

4.6.1.2. Physical and non-physical resources

Since this particular project is mostly online and in the cloud, there is no major need for physical resources; moreover, most of the required equipment is already available in the office. The following physical resources will be needed:

- Desktop computers for all the six members of the website unit
- Two laptops for the project manager and the assistant
- Three portable hard drives to store all the required information

In Chart 16, the physical and human resources required for each activity of the project are described.

Chart 20. Physical and human resources

Activity Code	Name	Human Resources	Physical Resources
1.1	Initiation		
1.2	Definition		
1.2.1	Project definition	Project Manager, Project Team, and Sponsor	Computers Internet
1.2.2	New location	Project Manager, Project Assistant, Sponsor, and Head of the Hub	Computers Internet Required literature and internal documentation regarding life costs in various countries (available in intranet)
1.2.2.1	Assessment of possible location	Project Manager, Project Assistant, and Head of the Hub	Computers Internet Required literature and internal documentation regarding life costs in various countries (available in intranet)
1.2.2.2	Definition of new location	Project Manager, Project Assistant, Sponsor, and Head of the Hub	Computers Internet Required literature and internal documentation regarding life costs in various countries (available in intranet)
1.2.3	Transfer date	Project Manager, Project Assistant, Sponsor, and Head of the Hub	Computers Internet Internal documentation regarding UNHCR's regionalization process
1.2.3.1	Assessment of possible dates	Project Manager, Project Assistant, and Head of the Hub	Computers Internet Internal documentation regarding UNHCR's regionalization process
1.2.3.2	Definition of transfer date	Project Manager, Project Assistant, Sponsor, and Head of the Hub	Computers Internet Internal documentation regarding UNHCR's regionalization process
1.3	Pre-Transfer		
1.3.1	Staff assessment	Project Manager and Project Team	Computers Internet Internal documentation (policies and guidance) regarding staffing
1.3.1.1	Assessment of the existing staff	Project Manager and Project Team	Computers Internet Internal documentation (policies and guidance) regarding staffing
1.3.1.2	Definition of staff needs	Project Manager	Computers Internet Internal documentation (policies and guidance) regarding staffing
1.3.1.3	Definition of new roles and responsibilities	Project Manager, Project Team, and Head of the Hub	Computers Internet Internal documentation (policies and guidance) regarding staffing
1.3.2	Inventory process	Project Assistant	Computers Internet UNHCR's standard checklist for inventories

Activity Code	Name	Human Resources	Physical Resources
1.3.2.1	Inventory of physical assets	Project Assistant	Computers Internet UNHCR's standard checklist for inventories
1.3.2.2	Inventory of non-physical assets	Project Assistant	Computers Internet Internal server Internal policies on data protection
1.3.2.3	Identification of the future of assets	Project Manager and Project Team	Computers Internet Internal documentation regarding asset transfer and donation
1.3.3	Strategy	Project Manager, Head of the Hub, and Sponsor	Computers Internet Global strategy for digital communications Draft budget for 2020
1.4	Transfer		
1.4.1	Transfer of human resources	Project Manager, Sponsor, Head of the Hub, and Administration Officer	Computers Internet Relevant clearances from the organization Work permits from the Mexican government
1.4.2	Transfer of physical resources	Project Assistant and Administration Officer	Computers Internet Required internal documentation Clearances from the organization, the new owners, and the government
1.4.3	Transfer of non-physical resources	Project Assistant	Computers Internet Required internal documentation
1.5	Post-Transfer		
1.5.1	Close of the Regional Legal Unit	Project Sponsor, Head of the Regional Legal Unit, and Administration Officer	Computers Internet Required internal documentation
1.5.1.1	Administrative closure	Project Sponsor, Head of the Regional Legal Unit, and Administration Officer	Computers Internet Required internal documentation
1.5.1.2	Operational closure	Project Sponsor, Head of the Regional Legal Unit, and Administration Officer	Computers Internet Required internal documentation
1.5.2	New staff assessment	Project Manager and Head of the Hub, Human Resources Officer	Computers Internet Required internal documentation
1.5.2.1	Staff needs prioritization	Project Manager and Head of the Hub, Human Resources Officer	Computers Internet Required internal documentation
1.5.2.2	Request of staff to Human Resources	Project Manager and Head of the Hub, Human Resources Officer	Computers Internet Required internal documentation
1.5.3	Final evaluation	Project Manager and Head of the Hub	Computers Internet Required literature

(Source: Own production, 2020)

4.6.2. Human Resources Evaluation

According to UNHCR's human resource standards, every personal member, regardless of their contract type, has to be evaluated by their superior. In this case, since all the involved work directly with UNHCR, they will be evaluated through the internal MSRP platform when they hold a fixed term or temporary appointment. In the case of the affiliated work force (UNOPS contracts), they will be evaluated using the relevant UNOPS internal platform.

4.6.3. Control Resources

The resources of the project must be controlled so as to ensure that the triple constraints of the project are maintained. This process requires the utilization of the resource management plan to make sure that the resources are being used in the most efficient manner.

4.7. Project Communications Management

This communications management plan sets the communications framework for this project. It will serve as a guide for communication throughout the life of the project and will be updated as communication needs change. This plan identifies and defines the roles of the people involved in this project. It also includes a communications matrix, which maps the communication requirements of this project.

4.7.1. Communications Management Approach

The project manager will take a proactive role in ensuring effective communication on this project. The communication requirements are documented in the communications matrix presented in this document. The communications matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it, and to whom to communicate it.

As with most project plans, updates or changes may be required as the project progresses or as changes are approved. The project manager is responsible for managing all proposed and approved changes to the communications management plan. Once the change is approved, the project manager will update the plan and

supporting documentation and will distribute the updates to the project team and all stakeholders.

4.7.2. Stakeholder Communication Requirements

As part of identifying all project stakeholders, the project manager will communicate with each stakeholder in order to determine their preferred frequency and method of communication. The project manager will maintain this feedback in the project's stakeholder register. Standard project communication will occur in accordance with the communication matrix; however, depending on the identified stakeholder communication requirements, individual communication is acceptable.

In addition to identifying communication preferences, stakeholder communication requirements must identify the project's communication channels and ensure that stakeholders have access to these channels. If project information is communicated via secure means or through internal company resources, all stakeholders, internal and external, must have the necessary access to receive project communications.

Once all stakeholders have been identified and communication requirements are established, the project team will maintain this information in the project's stakeholder register and use this, along with the project communication matrix, as the basis for all communications.

Once the information needs of the relevant stakeholders are defined, it is necessary to detail the communications plan, describing how these needs will be covered, the relevant communications channels, and how often will the communication take place to ensure the generation, collection, distribution, and storage of relevant project information in a timely manner.

Chart 21. Communication Needs

Audience	Description	Needs
Website Unit (Project Team)	It is in charge of the planning, executing, monitoring, and evaluating of the project.	To regularly communicate the tasks and progress of the project as well as possible risks and changes in it
Regional Communications Hub	It provides support for the transfer. It is also a major part of the planning process since it will be the unit absorbing the website.	To regularly communicate the tasks and progress of the project as well as possible risks and changes in it
Bureau for the Americas	It provides the financial resources for the project and is the final approver of every proposal and change.	To regularly communicate the tasks and progress of the project as well as possible risks and changes in it
Global Communications Unit	It is the secondary beneficiary of the project. Both the global communications and the website units work together daily on new material for the organization.	To receive information regarding the progress of the project
Regional Public Information Units	On a daily basis, they need the service of the website unit for the dissemination of their information.	To receive information regarding the progress of the project and possible changes that could affect them

(Source: Own production, 2020)

4.7.3. Communication System

- **Written communication:** This means sending messages, orders, or instructions in writing through letters, circulars, manuals, reports, telegrams, office memos, bulletins, etc. It is a formal method of communication, and it is less flexible. A written document preserved properly becomes a permanent record for future reference. This system will be used for reports, memorandums, minutes, and any information that is supported in physical format.
- **Oral communication:** Oral communication can be either formal or informal, and since it takes less time than an email or letters, it is highly used for informal communication for this particular project. Some oral communication examples to be used are: face-to-face conversations, telephone conversations, and presentations at business meetings
- **Virtual communication:** Virtual communication refers to any type of communication done through computers, cellphones, or other technological devices and that does not require face-to-face meetings. For the website transfer project, virtual communication will be key, since not all stakeholders

are in the same country, and constantly moving them during the process would be really expensive and impractical.

For virtual communication, the preferred platforms will be Skype for Business, Microsoft Teams, and Zoom.

4.7.4. Communication Methods

To ensure that information communicated about the project during the project lifecycle will be disseminated to the appropriate parties at the correct time, the following plan (Chart 18) details how each stakeholder would receive information from members of the project team, the frequency of communication, the purpose of the communication, and the person responsible.

Chart 22. Communications Matrix

Communication	Method	Frequency	Purpose	Responsible	Audience
Initial Meeting	Virtual Meeting	Once, at the start of the project	To make an initial presentation of the stakeholders and the project plan	Project Manager	*Project Team *Americas Bureau *Regional Communications Hub
Task Progress Updates	Virtual Meeting	Biweekly	To share the progress of the tasks	Project Team	*Project Team *Project Manager *Regional Communications Hub
Project Status Report	Email	Monthly	To review the project status and discuss potential issues	Project Manager	*Project Team *Project Manager *Regional Communications Hub
Project Evaluation	Virtual Meetings	At every milestone	To present project deliverables, gather feedback, and revise the next steps	Project Manager	*Project Team *Project Manager *Regional Communications Hub
Final Meeting	Virtual Meetings	Once, at the end of the project	To make a final presentation of the achievements and hand over the project	Project Manager	*Project Team *Project Manager *Regional Communications Hub *Global Communications Unit *Regional Public Information Officers

(Source: Own production, 2020)

4.8. Project Risk Management

Risk is the fundamental element that drives financial behavior. All risks were identified through the use of assumptions, constraints, known risks, and the project criteria for success. Measures were presented to analyze what was identified and documented and respond to the risks: control and mitigating measures adopted to ensure the success of the transfer project.

For the risk identification process, it was necessary to analyze the project stakeholders, the scope baseline, the schedule baseline, the budget, and the quality management plan in order to identify risks associated with the project.

4.8.1. Risk Management Approach

The approach we have taken to manage risks for this project included a methodical process by which the project team identified, scored, and ranked the various risks. The most likely and highest impact risks were added to the project schedule to ensure that the assigned risk managers take the necessary steps to implement the mitigation response at the appropriate time during the schedule.

The tools and techniques employed were documentation reviews and expert judgement. The risk register below is the output from this process. However, there are a few elements that have been added to the chart below, as it will be used during project execution to control risks.

The identified risks are divided in four different categories:

- Organizational
- Technical
- External
- Project management

4.8.2. Risk Identification and Qualification

For this project, risks were identified during the development of the project charter through several meetings that also continued during the project life cycle in order to address the coming risks and identify new ones. The identified risks are shown below, with their respective categorization:

1. Organizational

- The Regional Legal Unit closes before expected
- There is no budget to transfer the relevant staff from Costa Rica to Mexico
- The transfer location is changed during the process
- The Regionalization process is paused

2. Technical

- Some information is lost during the transfer

3. External

- The relevant physical assets cannot be moved to Mexico due to permits and costs
- The relevant staff cannot move to Mexico due to governmental permits

4. Project Management

- There is no budget for the new required staff in Mexico
- The transfer of the relevant Human Resources delays
- Some staff leave the Organization before the completion of the transfer

4.8.3. Risk Assessment Meeting

A risk assessment meeting was held with key team members and stakeholders. The risks identified during this meeting were added to the project plan and risk register. In addition, the project team reviewed the history of similar projects in order to determine the most common risks and the strategies used to mitigate those risks.

In order to determine the severity of the risks identified by the team, a probability and impact factor was assigned to each risk. This process allowed the project manager to prioritize risks based on the effect they may have on the project. Once the risks were assigned a probability and impact and placed in the appropriate position on the chart, the recorder captured the finished product, and the project manager moved the process on to the next step: risk mitigation/avoidance planning.

Probability Scale: A scale of 1-5 will be used for probability

Chart 23. Probability Scale

Descriptor	Score	Detail description
High	3	Likely to occur
Medium	2	Might occur at some
Low	1	Unlikely to occur

(Source: Own production, 2020)

Impact Scale: Illustrated of risk impact and definitions using four different project objectives

Chart 24. Impact Scale

Descriptor	Score	Detail description
High	3	Major impact on project
Medium	2	Some impact on the project
Low	1	Minor impact of project

(Source: Own production, 2020)

Probability and impact matrix

Chart 25. Probability and impact matrix

	Impact		
	Low (1)	Medium (2)	High (3)
Probability			
Low (1)	1	2	3
Medium (2)	2	4	6
High (3)	3	6	9

(Source: Own production, 2020)

Severity is the result of multiplying probability (P) by impact (I) and there might be several scenarios. For the severity of the risks for this project, there will be three categories: High, medium and low.

Chart 26. Risk severity

Result (P*I)	Risk severity
9	High
6	High
4	Medium
3	Medium
2	Low
1	Low

(Source: Own production, 2020)

Below is the risk matrix with the risk identification and assessment processes.

Chart 27. Risk identification

Risk Identification		Rating			Risk Response		
Risk	Risk Category	Probability	Impact	Severity (P*)	Risk Response	Trigger	Risk Owner
The Regional Legal Unit closes before expected	Organizational	Low (1)	Medium (2)	2	The relevant staff will work remotely from home	The movlization of the Regional Legal Unit, where the Website originally was, finalized earlier	Americas Bureau
There is no budget to transfer the relevant staff from Costa Rica to Mexico	Organizational	Medium (2)	High (3)	6	The staff that cannot be moved will work remotely until budget is found	There is an emergency in other parts of the Region and the budget had to be moved	Americas Bureau
There is no budget for the new required staff in Mexico	Project Management	Medium (2)	Medium (2)	4	The remaining staff will take over the job with the help of an intern	There is an emergency in other parts of the Region and the budget had to be moved	Regional Hub
The transfer of the relevant Human Resources delays	Project Management	High (3)	Low (1)	3	The staff will continue working in Costa Rica until it is possible to move	The required permits and clearances for the move were not ready	Administration Unit
Some staff leave the Organization before the completion of the transfer	Project Management	Medium (2)	Medium (2)	4	The remaining staff will take over the job with the help of an intern	The inestability and uncertainty environment drives staff away	Project Team
Some information is lost during the transfer	Technical	Low (1)	High (3)	3	The project team will keep three physical and two online back ups	The back up process was not well performed	Project Team
The transfer location is changed during the process	Organizational	Low (1)	Low (1)	1	The relevant staff and the assets will be moved to the new location	It is decided that every regional unit will be in Panama	Americas Bureau
The relevant physical assets cannot be moved to Mexico	External	High (3)	Low (1)	3	New physical assets will be purchased in the new location		Project Team
The relevant staff cannot move to Mexico due to governmental permits	External	Low (1)	High (3)	3	The relevant staff will work remotely from home	The required permits and clearances for the move were not ready	Regional Hub
The Regionalization process is paused	Organizational	Low (1)	High (3)	3	The transfer project has to be paused and the Unit remains in Costa Rica	There is an emergency and the budget and all resources should be redirected	High Commissioner Senior Team

(Source: Own production, 2020)

4.8.4. Risk Monitoring

The most likely and greatest impact risks have been added to the project plan to ensure that they are monitored during the time the project is exposed to each risk. Risk monitoring will be a continuous process throughout the life of this project. As risks approach on the project schedule, the project manager will ensure that the necessary status updates are provided, which include the risk status, identification of trigger conditions, and the documentation of the results of the risk response.

4.8.5. Risk Mitigation and Avoidance

The project manager has led the project team in 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. If necessary, the risk management plan will be updated.

The risks for this project will be managed and controlled within the constraints of time, scope, and cost. The project manager, with the assistance of the project team and the approval of the sponsor, will determine the best way to respond to each risk to ensure compliance with these constraints.

4.8.6. Risk Response

To assure that the risks are properly managed, it is necessary to develop a risk response plan, in order to develop procedures and techniques that improve opportunities and reduce threats that affect the objectives of the project, taking into account the priority of the identified risks according to their severity. Four strategies were defined in response to these risks:

1. Avoid: Change plans to circumvent the problem.
2. Transfer: Outsource risk (or a portion of the risk) to a third party or parties that can manage the outcome. This is done financially through insurance contracts or hedging transactions, or operationally through outsourcing an activity.
3. Mitigate: Reduce threat impact or likelihood (or both) through intermediate steps.

4. Accept: Assume the chance of the negative impact, eventually budget the cost (e.g. via a contingency budget line).

Based on the above strategies, a strategy matrix was defined for the risk response based on probability and impact elements for every risk.

Chart 28. Strategy matrix

		Impact		
		Low (1)	Medium (2)	High (3)
Probability	Low (1)	Accept	Accept	Transfer or mitigate
	Medium (2)	Accept	Transfer or mitigate	Avoid
	High (3)	Transfer or mitigate	Avoid	Avoid

(Source: Own production, 2020)

4.9. Project Stakeholders Management

Stakeholder management is critical to the success of every project. Stakeholder management is a strategic discipline that successful project managers use to win and sustain support for their projects from others, both internal and external to their project and to the project's organization.

4.9.1. Stakeholder Identification

The project team will conduct a brainstorming session in order to identify all the relevant stakeholders for the project. The brainstorming session will include the primary project team and project sponsor.

It is important to determine stakeholders in the early stages of the project to minimize risks, because if they appear in stages later there will be more difficulty managing their expectations. That is why this process will take place during the Project Initiation phase, once the project charter has been completed and signed.

The following criteria will be used to determine if an individual will be included as a stakeholder:

- Will the person or their unit be directly or indirectly affected by this project?
- Does the person or their unit hold a position from which they can influence the project?
- Does the person have an impact on the project's resources (material, personnel, funding)?
- Does the person or their unit have any special skills or capabilities the project will require?
- Does the person potentially benefit from the project or are they in a position to resist this change?

Any individual who meets one or more of the above criteria will be identified as a stakeholder.

4.9.2. Stakeholder Analysis

Following the steps stated in the PMBOK Guide®, after identifying the potential stakeholders, the relevant information regarding roles, functioning areas, expectations, requirements, and influence levels are detailed. In Chart 14, the analysis of the relevant stakeholders is available.

Chart 29. Stakeholder Analysis

Stakeholders	Functional Area	Main Expectations	Major Requirements	Influence/Impact
Regional Communications Hub Director	Management	Having a functioning team by the end of the transfer	Project completion within the expected time and budget	High
Americas Bureau Director	Management and Financial Support	Effective use of resources	Project completion within the expected time and budget	High
Head of the Regional Legal Unit	Legal and Management	To maintain all the units functioning during the process	To not anticipate the transfer of the website	Medium

Stakeholders	Functional Area	Main Expectations	Major Requirements	Influence/Impact
Regional Communications Hub Team	Functional Support	Keeping all of the team during the process	Having a smooth and planned transfer	Medium
Global Communications Unit in Geneva	Functional Support	Continuing the work with the website unit during and after the transfer	Keeping the continuity of the website team	Medium
Regional Public Information Officers	Functional Support	Counting with the continuous support from the website	Having their public information material continuously updated in the website	Low
Human Resources Team	Administrative	Getting all the permits and clearances required for the transfer	Counting with the relevant information and permits from the government	Low
Procurement Team	Administrative	Relocating all the relevant assets by the end of the transfer	Having the necessary permits for the transfer	Low
Regional ICT Team	IT Support	Relocating all the relevant physical and nonphysical resources by the end of the transfer	Having the required access to the internal servers	Low
Mexican Government	Legal Permits for the Human and Physical Resources	Getting the residency permits ready	Having the required information from the staff to be moved	Medium

(Source: Own production, 2020)

4.9.3. Power/Interest Classification

An important outcome of the stakeholder identification and analysis work, including the power/interest grid, is to identify the most influential and most impacted stakeholder groups so that a focused stakeholder management strategy and plan can be developed and executed.

Figure 6 shows the power/interest grid with the major stakeholders and stakeholder groups for the project.

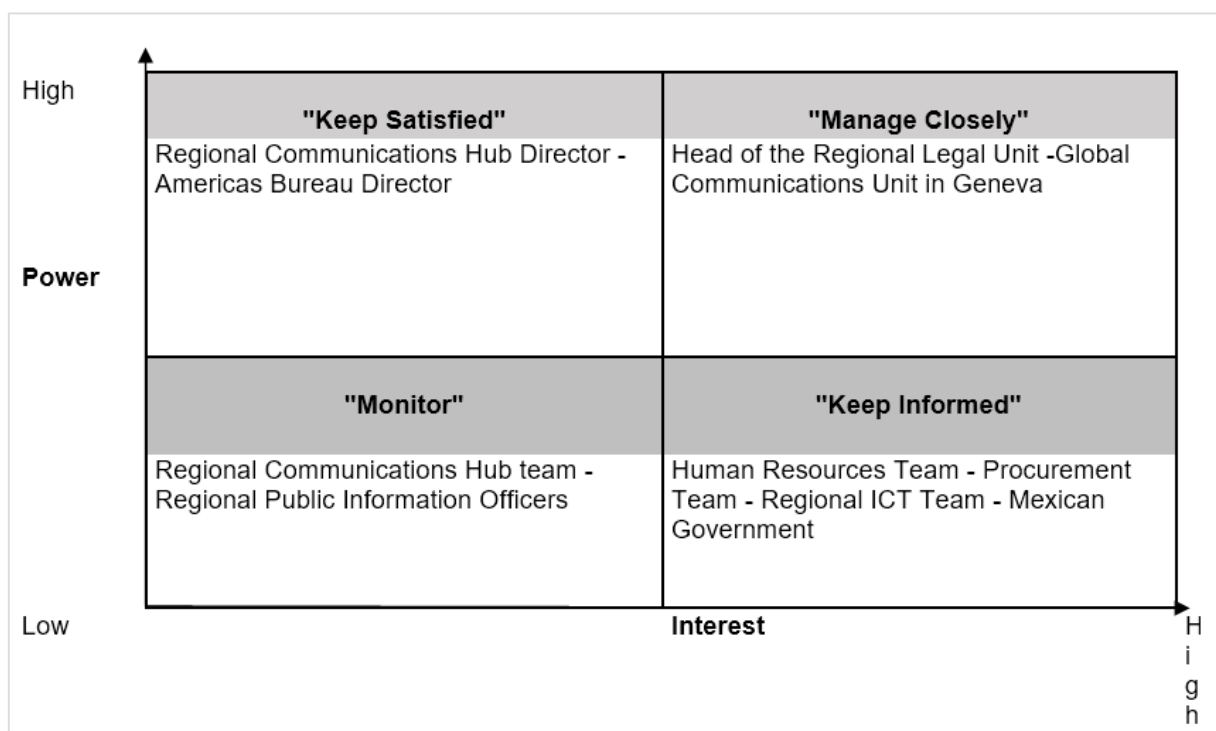


Figure 6. Power/interest grid (Source: Own production, 2020)

4.9.4. Plan Stakeholder Management

Based on the information gathered in the stakeholder analysis register and communications plan, the project manager will be responsible for engaging stakeholders throughout the lifecycle of the project. The level of engagement required for each stakeholder may vary over the course of the project.

4.9.5. Stakeholder Engagement

Once the interested parties have been identified and through the expert judgment technique supported by brainstorming and the level of commitment of each involved, there are 5 categories of commitment, according to the PMBOK Guide:

- Unaware: Unaware of the project and potential impacts
- Resistant: Aware of the project and potential impacts but resistant to any changes that may occur as a result of the work or outcomes of the project. These stakeholders will be unsupportive of the work or outcomes of the project.
- Neutral: Aware of the project but neither supportive nor unsupportive
- Supportive: Aware of the project and potential impacts and supportive of the work and its outcomes
- Leading: Aware of the project and potential impacts and actively engaged in ensuring that the project is a success

Chart 21 shows the results of the commitment evaluation of the interested parties, evaluating two conditions for each interested party: the current condition with the letter "C" and the desirable condition with the letter "D".

Chart 30. Stakeholder Engagement

Stakeholders	Unaware	Resistant	Neutral	Supportive	Leading
Regional Communications Hub Director					CD
Americas Bureau Director				C	D
Head of the Regional Legal Unit		C		D	
Regional Communications Hub Team				CD	
Global Communications Unit in Geneva	C			D	
Regional Public Information Officers			C	D	
Human Resources Team			C	D	
Procurement Team	C			D	
Regional ICT Team	C			D	
Mexican Government	D		D		

(Source: Own production, 2020)

4.9.6. Manage Stakeholder Engagement

PMI (2017) stated:

Manage Stakeholder Engagement is the process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement. The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders. (p.523).

According to the PMI (2017):

Managing stakeholder engagement involves activities such as:

- Engaging stakeholders at appropriate project stages to obtain, confirm, or maintain their continued commitment to the success of the project.
- Managing stakeholder expectations through negotiation and communication;
- Addressing any risks or potential concerns related to stakeholder management and anticipating future issues that may be raised by stakeholders
- Clarifying and resolving issues that have been identified.

Managing stakeholder engagement helps to ensure that stakeholders clearly understand the project goals, objectives, benefits, and risks for the project as well as how their contribution will enhance the project success. (p.524)

4.9.7. Monitor Stakeholder Engagement

PMI (2017) stated: “Monitor Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders” (p.530). Monitor Stakeholder Engagement involves collecting data, assessing the level of engagement and using insights from the data collection to adjust strategies and tactics for engaging effectively with stakeholders.

Stakeholders are critical to the project's success. The project team has planned for and will work to involve, engage, and listen to all relevant stakeholders throughout the project lifecycle.

4.10. Project Procurement Management

Procurement consists on the processes necessary for the acquisition of services, goods, and products required from outside of the project. It includes the management and control processes to develop and administer agreements like contracts, purchase orders, memoranda of agreements, or internal service level agreements.

4.10.1. Procurement Management Approach

The project manager will provide oversight and management for all procurement activities under this project. The project manager will work with the project team to identify all items to be procured for the successful completion of the project. All the procurement processes will be made according to the already established UNHCR's standards, templates, and processes in order for them to be valid and acceptable.

4.10.2. Procurement Definition

Since this project is mostly digital, there will be no major need to purchase goods or services. The following procurement items and/or services have been determined to be essential for project completion and success. The following list of items/services, justifications, and timelines is pending for submission to the contracts and purchasing department:

Chart 31. *Items/services justifications*

Item/Service	Justification	Specifications	Needed By
Preliminary Studies	Needed in order to decide the location and the date for the transfer	Studies of relevant locations for the transfer of the website unit	15 February, 2019
Desktop Computers	Needed by the entire project team to perform the required activities	6 Lenovo ThinkCentre M720 SFF	15 January 2019
Laptops	Needed by the project manager and project assistant	2 Lenovo ThinkPad	15 January 2019
External Hard Drives	Needed for the storage of the information that is being migrated	3 WD 4TB My Passport Ultra external hard drives	31 July 2019
Shipping Services	Needed to send all the physical assets from Costa Rica to Mexico		11 December 2019

(Source: Own production, 2020)

In addition to the above list of procurement items, the following individuals are authorized to approve purchases for the project team:

- Stefano Zanfardino – Manager
- María Rubí –Head of the Communications Hub
- María Bances- Head of the Regional Legal Unit

Each project purchase must be made according to the following protocol in order to assure the validity of the procurement process:

- Elaboration of terms of reference: The elaboration of the terms of reference is made according to the already established formularies and requirements from UNHCR, taking into account aspects like project description, service or good's description, quantity and quality specifications, and payment and billing conditions.
- Sending the terms of reference to the registered providers and publication in the website: In addition to the terms of reference, it is established by UNHCR that every participant of a supply opportunity fills a technical and a financial offer, a provider's registry form, and UNHCR's Code of Conduct. In order to assure the validity of the process, every supply process must be open for 2 weeks at least.
- Offer revision: After the end of the bidding process and according to UNHCR's standards, it is necessary to revise both technical and financial offers in order to make the decision according to the established standards and the available budget.
- Choosing the provider: It is necessary to choose the provider that best fits the review parameters and that meets the financial requirements. That choice is made by the project manager together with the sponsor and ultimately, the administration officer who, through a formal statement to the supplier, awards it as the chosen provider to do the job.
- Contract signature: The head of the unit together with the administration officer will sign a contract with the elected supplier. This contract obligates the supplier to offer a quality service for the organization.

Chart 32. Make/Buy Decision

Make	Buy
Preliminary Studies	
	Desktop Computers
	Laptops
	External Hard Drives
	Shipping Services

(Source: Own production, 2020)

4.10.3. Procurement Risks

All procurement activities carry some potential for risk which must be managed to ensure project success. While all risks will be managed in accordance with the project's risk management plan, there are specific risks which pertain to procurement which must be considered:

- Unrealistic schedule and cost expectations for 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 the product or service does not meet the required specifications

These risks are not all-inclusive, and the standard risk management process of identifying, documenting, analyzing, mitigating, and managing risks will be used.

4.10.4. Procurement Risk Management

As previously stated, project risks will be managed in accordance with the project's risk management plan. However, for risks related specifically to procurement, there must be additional consideration and involvement. Project procurement efforts involve external organizations and potentially affect current and future business relationships as well as internal supply chain and vendor management operations. Because of the sensitivity of these relationships and operations, the project team will include the project sponsor and a designated representative from the supply unit in all project meetings and status reviews.

Additionally, any decisions regarding procurement actions must be approved by the project sponsor. Any issues concerning procurement actions or any newly identified

risks will immediately be communicated to the project's contracting department point of contact as well as the project sponsor.

4.10.5. Type of Contract to Be Used

All items and services to be procured for this project will be solicited under firm-fixed price contracts. According to UNHCR, a firm-fixed price contract is "An order placed on the agreement that no alteration in price will be permitted during the duration of the order". For this project, the firm-fixed price contracts will be used since is the established by UNHCR and the supply unit.

The project team will work with the supply unit to define the item types, quantities, services, and required delivery dates. The supply unit will then solicit bids from various vendors, through the already existing channels and procedures, in order to procure the items within the required period and at a reasonable cost under the firm fixed price contract once the vendor is selected.

4.10.6. Standardized Procurement Documentation

The procurement management process consists of many steps as well as ongoing management of all procurement activities and contracts. In this dynamic and sensitive environment, our goal must be to simplify procurement management by all necessary means in order to facilitate the successful completion of our contracts and project as well as keep the integrity in all the procurement processes. To aid in simplifying these tasks, we will use standard documentation for all steps of the procurement management process. These standard documents have been developed and revised by UNHCR over a period of many years in an effort to continually improve procurement efforts. They provide adequate levels of detail, which allows for the easier comparison of proposals, more accurate pricing, more detailed responses, and more effective management of contracts and vendors.

The following documentation is standard for any procurement process:

- Financial form
- Technical form
- UNHCR vendor registration form

- Signed UNHCR's Code of Conduct

4.10.7. Decision Criteria

The criteria for the selection and award of procurement contracts under this project will be based on the following decision criteria:

- Ability of the vendor to provide all items by the required delivery date
- Quality
- Cost
- Expected delivery date
- Past performance

These criteria will be measured by the project manager, the sponsor and the supply unit. The ultimate decision will be made based on these criteria as well as available resources.

4.10.8. Vendor Management

The project manager is ultimately responsible for managing vendors with the support from the administration and supply units. In order to ensure the timely delivery and high quality of products from vendors, the project manager will meet periodically with the supply unit and each vendor to discuss the progress for each procured item. The meetings can be in person or by teleconference. The project manager will be responsible for scheduling this meeting until all items are delivered and are determined to be acceptable.

5. CONCLUSIONS

1. The development of the Project Management Plan was the general objective of this graduation project. This plan helped as a guiding tool for the transfer of the website unit from the Regional Legal Unit to the Regional Communications Hub in Mexico, adding structure to the project by assigning an order to all the relevant parts involved in the plan.
2. The project charter, which was stated as the first specific objective, defined the key inputs to develop the project management plan, such as the objectives, the scope statement, initial identified risks, deliverables, and milestones. The charter, using a template as a guidance, also identified the manager and facilitated the sponsor's authorization for the commencement of the project.
3. The Scope Management Plan helped define the roles and responsibilities of the relevant stakeholders; moreover, the work breakdown structure created a better understanding of the entire project and defined the line for the project success based on the deliverables and acceptance.
4. In order to ensure the timely completion of the transfer project, the third specific objective was to create the Schedule Management Plan. With the development of the components of this plan, such as the activity definition, duration, and the Gantt chart, the project team and other relevant stakeholders ensured the completion of the project in a timely manner, representing how and when the project delivered the required milestones and results.
5. Stated as the fourth specific objective of this project, the Cost Management Plan established how the costs were planned, structures and controlled during the Spanish Website Transfer project, considering the resources needed to successfully complete the required project activities.
6. The Quality Management Plan included the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project quality requirements, while defining additional requirements, in order to meet all the relevant stakeholders' expectations.

7. The Resources Management Plan, stated as the sixth specific objective, helped ensure that all human and physical resources were identified and managed effectively. This plan stated who were the relevant responsible for each activity as well as which physical resources were needed for the completion of the project.
8. The Communications Management Plan, which was defined as the seventh objective, included the processes required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and ultimate disposition of project information, ensuring a fluid communication between the project team and the relevant stakeholders.
9. The Risk Management Plan helped identify and prevent the potential risk in order to ensure the success of the project. This management plan identified the risks, the probability and impact for them to happen as well as the response, and the person responsible for the risk.
10. The Stakeholder Management Plan facilitated the identification and inclusion of all the relevant stakeholders to ensure their engagement in the project. This plan helped obtain and will help sustain the support of the relevant stakeholders during the project and afterwards.
11. The Procurement Management Plan, established as the tenth objective, helped establish the processes necessary to purchase or acquire products and services needed from outside the project team, already established by the Organization.
12. Since UNHCR has no specific standards for a project management plan, the sixth edition of the PMBOK® and other templates and charts were used for the development of the various plans for this project.

6. RECOMMENDATIONS

1. All projects managed by ABC Designs should be headed by a project management team, using developed standard project planning documents tailored for the project.
2. UNHCR should develop a project charter template, in order to guide project managers and teams in future projects with similar importance and size.
3. The Regional Communications Hub should develop a standard Scope Management Plan template in order to facilitate and homogenize the projects managed by the Unit.
4. UNHCR's Senior Team should develop a lessons learned document from all the decentralized Units regarding the Schedule Management. Taking these lessons learned, and experiences from the offices, a standardized Schedule Management Plan should be developed to ensure the uniformity in all UNHCR's projects.
5. The Bureau for the Americas should ensure that all the relevant positions are funded after the transition in order to ensure the durability and success of the project.
6. UNHCR should establish a Project Management Unit in every Regional Bureau to assure the required quality in all regional processes, while taking into account the regional specifics and particularities.
7. The Spanish Website Unit and the Regional Communications Hub should revise the Resources Management Plan after the finalization of the project and the hiring of the new staff in order to reassign the activities to the new staff.
8. The Website Unit along and the Regional Communications Hub should assure a continued and fluid communication with the Regional Bureau for the Americas in order to ensure their sponsorship for future projects.
9. The Risk Management Plan helped identify and prevent the potential risk in order to ensure the success of the project. This management plan identified the risks, the probability and impact for them to happen as well as the response, and the person responsible for the risk.

10. The Project Manager should ensure that the new staff hired in Mexico is aware and engage with the results of the project for the Transfer of the Spanish Website Unit.
11. The global Supply Unit should develop a more comprehensive Procurement Management Plan, in order to assure the global uniformity in the procurement processes while adapting to the regional needs.
12. The Regional Communications Hub should consider the use of the planning process and templates created during the development of the Project Management Plan for the Transfer of The Spanish Website Unit, as a basis for implementing a methodology to be used by the Unit for future projects.

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APPENDICES

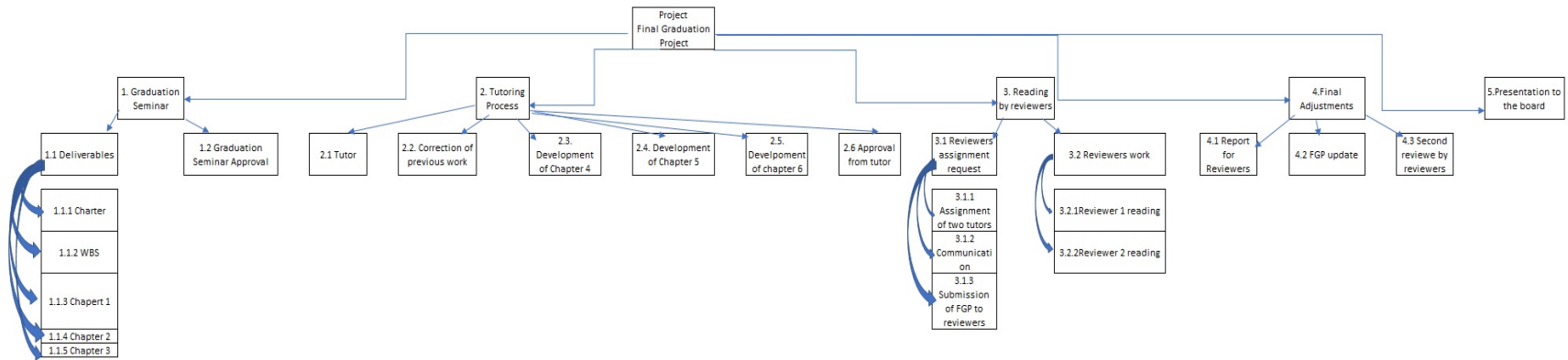
Appendix 1: FGP Charter

PROJECT CHARTER	
Date	Project Name:
August 26, 2019	Project Management Plan for the Transfer Project of the Spanish UNHCR Website Unit from the Regional Legal Unit in Costa Rica to the Communications Hub in Mexico
Knowledge Areas / Processes	Applicacion Area (Sector / Activity)
Knowledge areas: Integration, scope, schedule, cost, quality, resources, communications, risk and stakeholders, and procurement Process groups: Initiation and planning	Digital communications
Start Date	Finish Date
August 26, 2019	March 10, 2020
Project Objectives (General and Specific)	
<p>General objective: To develop a project management plan for the transfer project of the Spanish UNHCR website unit from the Regional Legal Unit in Costa Rica to the Communications Hub in Mexico</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To create the project charter to define the key inputs to develop the project management plan 2. To develop the scope management plan to ensure that the project includes all the work required to complete the project successfully 3. To create the schedule management plan to ensure that the project is completed in a timely manner 4. To create a cost management plan to ensure that the budget for the project is appropriately identified and managed 5. To develop a quality management plan to ensure that the results meet the expectations of the client 6. To develop a resource management plan to ensure that all human and physical resources are identified and managed effectively 7. To develop a communications management plan to ensure an optimal communication between the relevant stakeholders 8. To create a risk management plan to identify and prevent the potential risk in order to ensure the success of the project 9. To develop a stakeholder management plan to identify and include all the relevant stakeholders to ensure their engagement in the project 10. To create a procurement management plan to ensure that both human and physical resources are properly identified and managed 	
Project Purpose or Justification (Merit and Expected Results)	
<p>The organization has made decentralization efforts in the past; however, some of these efforts have not been successful. Effective planification will be the key to ensure the success of the transfer of the Spanish UNHCR website unit from Costa Rica to Mexico. Transferring an entire unit represents a big challenge for any organization, especially when moving countries and in cases in which not the entire team is being moved with the unit. The website unit manages all the organization's information available in Spanish, making the planning process key for the proper transition and later functioning of the website. For the reasons mentioned above, it is necessary to create a project management plan which will be used by the team during the executing, closing, monitoring, and controlling processes. The project manager will develop several management plans (scope management plan, schedule management plan, resource management plan, cost management plan, communications management plan, stakeholder management plan, risk management plan, quality management plan, and procurement management plan) in order to ensure the success of the project.</p>	

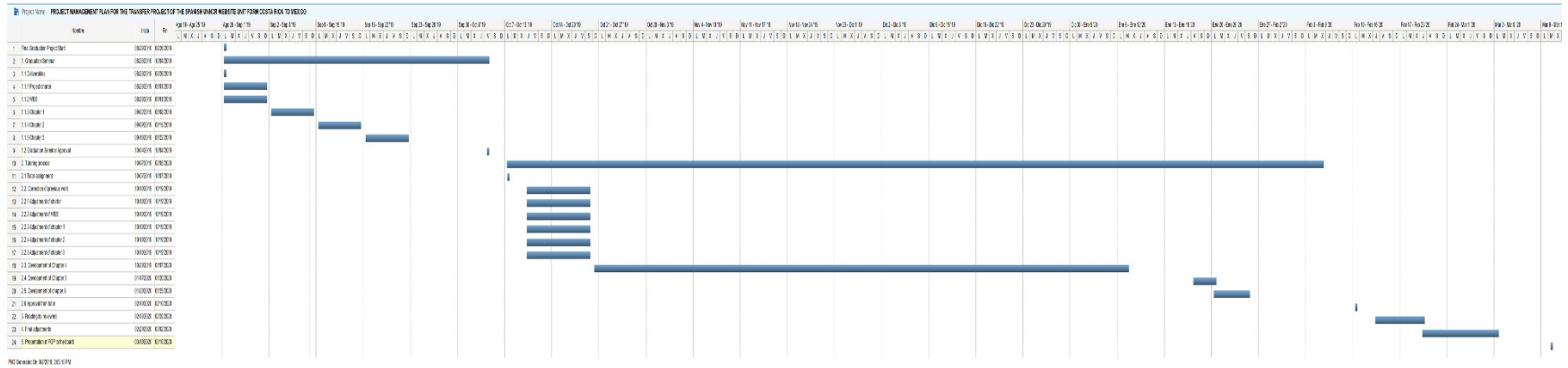
Description of Product or Service To Be Generated by the Project – Project Final Deliverables		
The final graduation project will deliver a comprehensive project management plan with all the relevant subsidiary management plans. Specific deliverables associated with each specific objective include 1. project charter; 2. scope management plan; 3. schedule management plan; 4. resource management plan; 5. cost management plan; 6. communications management plan; 7. stakeholder management plan; 8. risk management plan; 9. quality management plan; and 10. procurement management plan.		
Assumptions		
1. All the required information to execute the FGP will be available. 2. Both the RLU and the RCH will provide the specific information in time and without restriction. 3. The Americas bureau (in charge of the RCH) will not postpone or delay the transfer. 4. The project can be completed in the required 3 months.		
Constraints		
1. Time: The pre-established timeframe of three months established by the university for the development of the FGP. 2. Resources: Only one human resource for the project 3. Cost: The RCH does not have the required budget to implement the FGP.		
Preliminary Risks		
1. If there is any delay in the completion of the milestones, the project management plan may not be completed in the established time (3 months). 2. If the supervisor does not support with the required information, the project management plan may not be completed within the given time (3 months).		
Budget		
The costs to be assumed are related to the printing and binding of the project.		
Milestones and Dates		
Milestone	Start Date	End Date
Start of the Final Graduation Project	August 26, 2019	August 26, 2019
1. Graduation Seminar	August 26, 2019	October 4, 2019
1.1 Deliverables	August 26, 2019	October 4, 2019
1.1.1 Project Charter	August 26, 2019	September 1, 2019
1.1.2 WBS	August 26, 2019	September 1, 2019
1.1.3 Chapter 1	September 2, 2019	September 8, 2019
1.1.4 Chapter 2	September 9, 2019	September 15, 2019
1.1.5 Chapter 3	September 16, 2019	September 22, 2019
1.2 Graduation Seminar Approval	October 4, 2019	October 4, 2019
2. Tutoring Process	November 11, 2019	March 16, 2020
2.1 Tutor Assignment	November 11, 2019	November 11, 2019
2.2. Correction of Previous Work	November 11, 2019	December 7, 2019
2.2.1 Adjustment of the Charter	November 11, 2019	December 7, 2019
2.2.2 Adjustment of the WBS	November 11, 2019	December 7, 2019
2.2.3 Adjustment of Chapter 1	November 11, 2019	December 7, 2019
2.2.4 Adjustment of Chapter 2	November 11, 2019	December 7, 2019
2.2.5 Adjustment of Chapter 3	November 11, 2019	December 7, 2019
2.3. Development of Chapter 4	December 7, 2019	February 11, 2020
2.4. Development of Chapter 5	February 11, 2020	February 17, 2020
2.5. Development of Chapter 6	February 11, 2020	February 16, 2020
2.6 Approval from Tutor	February 23, 2020	February 23, 2020
3. Reading by Reviewers	February 26, 2020	March 4, 2020
4. Final Adjustments	March 4, 2020	March 11, 2020
5. Presentation of the FGP to the Board	March 18, 2020	March 18, 2020

Relevant Historical Information	
<p>The office of the United Nations High Commissioner for Refugees (UNHCR) was created in 1950, during the aftermath of the Second World War, to help millions of Europeans who had fled or lost their homes. Even though the original mandate of the organization gave it a life of three years, over 65 years later, the current situation in many countries has kept the organization relevant. In the past, there have been similar efforts to decentralize the organization; however, this is the first attempt to decentralize the Americas region.</p>	
Stakeholders	
<p>Direct stakeholders: Renata Dubini, head of the Americas bureau; María Rubí, head of RCH; Stefano Zanfardino, head of the Spanish website in Costa Rica; and Sofía Vargas, website editorial associate Indirect stakeholders: RCH team and Global Digital Communications Unit in Geneva</p>	
<p>Project Manager: Sofía Vargas Soto</p>	<p>Signature: </p>
<p>Authorized by:</p>	<p>Signature:</p>

Appendix 2: FGP WBS



Appendix 3: FGP Schedule



Appendix 4: Website Project Work Breakdown Structure

