

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR STICHTING (STG.) BUILDING BRIDGES
SAVING LIVES' SOCIAL ENTERPRISE INITIATIVE

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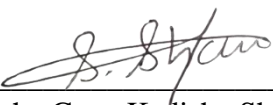
UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

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DEDICATION

I dedicate this project to my parents, who have supported and encouraged me throughout the entire process, consistently urging me to strive for excellence.

ACKNOWLEDGMENTS

I want to convey my appreciation to the professors and academic assistants for their time and dedication to the program, which has allowed me to develop a deeper understanding of project management. Additionally, special thanks go to my tutor, Mr. Carlos Brena Vega, for guiding me in completing this project.

ABSTRACT

The objective of this paper is to develop a project management plan for Stg. Building Bridges Saving Lives Social Enterprise Initiative which consists of developing a poultry farm for egg production. Over the last few years, a rising apprehension has developed regarding the sustainability of community organizations, especially in several Caribbean nations that have advanced to upper-middle-income status. This concern stems from a significant reduction in donor funding for these organizations.

Upon completion, this project will produce the project management plan for the social enterprise initiative which consists of management plans for the following: cost, scope, risks, communications, stakeholders, resources, quality, integration, schedule, procurement and sustainable development. To achieve this, a combination of quantitative, qualitative, and mixed methods, in conjunction with the guidelines provided by the Project Management Institute, is employed.

In conclusion, the findings from this project underscore the need for Stg. Building Bridges Saving Lives to establish a Social Enterprise Initiative, focusing on establishing a poultry farm for egg production. This decision is prompted by the diminishing financial support from donors for community organizations in certain Caribbean nations. By employing a combination of quantitative, qualitative, and mixed methods in alignment with the Project Management Institute's guidelines, this project plan presents comprehensive solutions. The integration of critical components such as cost, scope, risks, communications, stakeholders, resources, quality, integration, schedule, procurement, and sustainable development offers the fortification of the initiative's overall resilience and longevity.

Keywords: social enterprise initiative, poultry farm, sustainability, donor funding, Caribbean nations

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ABBREVIATIONS AND ACRONYMS

CBOs	Community Based Organisations
CVC	Caribbean Vulnerable Communities Coalition
FGP	Final Graduation Project
NGO	Non-governmental organization
PMBOK	Project Management Body of Knowledge
PMI	Project Management institute
RACI Matrix	Responsible, Accountable, Consult, Inform Matrix
SBBSL	Stichting Building Bridges Saving Lives
SDGs	Sustainable Development Goals
STG	Stichting (Foundation in English)
TBL	Triple Bottom Line
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY

Over the last three years, Stichting (Stg.) Building Bridges Saving Lives has been dedicated to fostering a strong sense of community among Suriname's Spanish and French-speaking migrant population. This enduring commitment is evident in the numerous projects they've undertaken, designed to address social inequalities, promote cultural integration, and provide essential healthcare and psychosocial services to their clients. However, St. Building Bridges Saving Lives is unwavering in their commitment to continually improve their operational procedures.

In recent years, community organizations in the Caribbean have encountered financial difficulties due to their transition to upper-middle-income status. Consequently, donors have begun to decrease their support and funding for these community organizations. As a response to this challenge, Stg. Building Bridges Saving Lives is currently in the process of launching a new project with a primary focus on establishing a social enterprise by creating a poultry farm for egg production. Since the organization has faced obstacles in implementing previous projects, there is a strong emphasis on developing a project management plan that aligns with established project management practices. It is hoped that this initiative will contribute to improving project effectiveness and enhancing the prospects of achieving the organization's goals.

The general objective was to develop a Project Management Plan for Stg. Building Bridges Saving Lives' Social Enterprise Initiative. The specific objectives were; to design an Integration Management Plan which outlines the processes for coordination of the various project management activities within the project; to develop the Scope Management Plan to effectively outline all the work required for the project and only that work which will contribute to the project's success; to develop the Schedule Management Plan which will define the methodology to be carried out to manage the project for a timely completion.; to create a Cost Management Plan that will allow for management of project funds in order to complete the project within budget; to develop a Quality Management Plan for managing and controlling quality within the project; to design a Resource Management Plan to facilitate the execution of project works by ensuring that the necessary resources are available when required; to elaborate a Communication Management Plan that ensures the project team and stakeholders all receive the necessary information for effective collaboration; to develop a Risk Management Plan which improves the chances of project success by mitigating potential risks, while capitalizing on the impact of positive risk; to create a Procurement Management Plan to administer the purchase or acquisition of products, services or results necessary in order for the successful completion of the project; to design a Stakeholder Management Plan that allows for the identification and management of stakeholders impacted by the project in order to produce a product which adds value to those affected; to create a Sustainable Development Plan to assess the relationship and impact of the project and its end product in regenerative and sustainable development.

The methodology employed for this project included the utilization of the project's business plan and budget. Additionally, it involved engaging with stakeholders, referencing the PMBOK Guide, 6th Edition ,2017, and the PMBOK Guide, 7th Edition, 2021, as well as

drawing insights from historical data to craft the different components of the project management plan and adhering to best practices. This research employed a mixed-methods approach, encompassing both quantitative and qualitative analyses. This comprehensive approach allowed for a multifaceted examination of data, not only from a statistical perspective but also from a contemporary viewpoint based on current prevailing perspectives. By examining data in this manner, relationships that might not be readily apparent could be identified. Various tools were employed to support the research, including expert judgment, data analysis, meetings, and templates.

The Stg Building Bridges Saving Lives Social Enterprise Initiative is dedicated to establishing a sustainable poultry farm, emphasizing environmentally friendly practices such as using locally sourced bamboo, solar lighting and rainwater harvesting. The initiative also prioritizes job creation. Aligned with the Sustainable Development Goals (SDGs), it addresses a wide range of objectives, including poverty reduction, hunger eradication, healthcare improvement, education accessibility, gender equality, clean water, renewable energy, economic growth, innovation, sustainability, and climate change mitigation. This holistic approach considers diverse aspects of regenerative development, including environmental, social, economic, political, cultural, and spiritual dimensions. To boost efficiency and sustainability, the project management plan is committed to refining practices, reducing waste, and integrating considerations related to gender equality and equal opportunity throughout the project's life cycle.

The conclusion will assess the overall objectives of the 11 individual management plans. This section of the Project Management Plan elaborates on the purpose of each plan and the supporting tools used in the process. As it relates to the recommendations, there are eight listed in this Project Management Plan. Each recommendation focuses on a different aspect of how the project methodology can be carried out better in a subsequent initiative. Some aspects focused on include continuous monitoring and adaptation, capacity building, strengthening community engagement efforts and contingency planning. Ultimately, the recommendations will offer ways to improve the project management framework for future social enterprise projects that employ this type of approach.

1 INTRODUCTION

This section provides an overview of Stg. Building Bridges Saving Lives and its rationale for establishing a Social Enterprise. Furthermore, it articulates the identified problem, the project's purpose, and the expected deliverables. Both general and specific objectives, delineate the aims and methodologies that will guide the implementation of the project management plan.

1.1 Background

Over the past three years, Stg. Building Bridges Saving Lives has diligently worked towards nurturing a robust sense of community within Suriname's Spanish and French-speaking migrant population. This ongoing commitment has been evident through the implementation of various projects aimed at mitigating social inequalities, fostering cultural integration, and delivering crucial healthcare and psychosocial services to their clients. Nevertheless, St. Building Bridges Saving Lives remains dedicated to continually seeking ways to enhance their operational procedures.

Presently, Stg. Building Bridges Saving Lives is preparing to initiate a new project aimed at establishing a social enterprise consisting of a poultry farm for egg production. To enhance project performance and increase the likelihood of success, the organization is keen on developing a project management plan that adheres to traditional project management methodologies.

The creation of this project management plan for the social enterprise initiative will encompass the ten knowledge areas outlined within the Project Management Body of Knowledge, as published by the Project Management Institute. Moreover, it will also

encompass an approach to the project that incorporates aspects of sustainable development and regenerative development, underscoring the organization's commitment to environmental and social responsibility.

1.2 Statement of the problem

During the course of this project, the primary focus of the investigation will be on crafting a project management plan tailored specifically for the Stg. Building Bridges Saving Lives Social Enterprise Initiative. In recent years, there has been a growing concern surrounding the sustainability of community organizations, particularly in several Caribbean nations that have transitioned to upper-middle-income status. This heightened concern has prompted donors to scale back their support and reduce funding for these community organizations.

In response to this funding challenge, the Foundation Building Bridges Saving Lives has taken proactive steps by applying for a grant from the Caribbean Vulnerable Communities Coalition (CVC). The objective is to establish a social enterprise initiative consisting of a poultry farm for egg production that generates income to sustain and support its service delivery efforts.

While the organization has initiated numerous projects, it has encountered issues with some of them, including cost overruns and delays. Furthermore, the absence of essential project management tools, such as guidelines and templates, has hindered their ability to navigate these challenges effectively. Currently, the organization lacks formal project management plans for the execution of its projects. The development of a

comprehensive project management plan is expected to improve project execution, enabling projects to be completed within their scheduled timelines and budgetary constraints.

1.3 Purpose

Stg. Building Bridges Saving Lives is committed to delivering top-notch services to its clients. As part of this commitment, the organization is embarking on a project to develop a Project Management Plan for its Social Enterprise Initiative, which includes the creation of a poultry farm for egg production. This Project Management Plan will comprehensively integrate all knowledge areas to ensure the efficient execution of project management activities.

The development of a project management plan is of paramount importance for the overall success and the long-term sustainability of Stg. Building Bridges Saving Lives' Social Enterprise Initiative. This project management plan aims to optimize operations, promoting transparency and accountability both within the team and with external stakeholders. Its primary goal is to enhance operational efficiency while fostering transparency and accountability, both within the project team and in interactions with external stakeholders.

The ultimate goal is to complete the poultry farm on time, with the desired level of quality, and within the allocated budget, in line with this project, the social enterprise will adhere to all safety, environmental, and building standards, underscoring its dedication to compliance and responsibility. Additionally, the initiative will play a crucial role in offering

employment opportunities to some of the organization's clients and contribute to the operational costs of the organization.

1.4 General objective

To develop a project management plan to contribute to the overall success and sustainability of Stg. Building Bridges Saving Lives' Social Enterprise Initiative by establishing a poultry farm for egg production within a 5-month timeframe.

1.5 Specific objectives

1. To develop the Scope Management Plan to clearly outline all the work required to facilitate the project's success.
2. To create the Schedule Management Plan which will define the methodology to be carried out to manage the project for a timely completion.
3. To establish a Cost Management Plan that facilitates the effective management of project funds, ensuring the project is completed within the allocated budget.
4. To develop a Quality Management Plan for effectively managing and controlling quality within the project.
5. To design a Resource Management Plan that identifies the necessary resources for the project, outlines the acquisition process, and establishes strategies for resource management.
6. To develop a Communication Management Plan that guarantees the project team and stakeholders receive essential information to facilitate effective collaboration.

7. To formulate a Risk Management Plan that encompasses the identification, analysis, monitoring, and mitigation of risks within the project.
8. To create a Procurement Management Plan aimed at managing the procurement or acquisition of essential products, services, or deliverables required for the successful project completion.
9. To develop a Stakeholder Management Plan designed to facilitate the identification and effective engagement of the individuals or groups that will be impacted by the project.
10. To create an Integration Management Plan that delineates the procedures for coordinating the various project management activities within the project.
11. To create a Sustainable Development Plan to assess the relationship and impact of the project and its end product in regenerative and sustainable development.

2 THEORETICAL FRAMEWORK

This section aims to comprehensively examine Stg. Building Bridges Saving Lives' framework and delve into its background. It will explore the organization's mission and vision statements, its organizational structure, and project management concepts, while also integrating other pertinent theories. The goal is to offer a more profound insight into the applications utilized in formulating this plan.

2.1 Company/Enterprise framework

2.1.1 Company/Enterprise background

Stg. Building Bridges Saving Lives (SBBSL) is a non-governmental organization (NGO) dedicated to serving the needs of migrant women and girls within Suriname, particularly those from Spanish and Haitian Creole-speaking communities. The organization was established in 2020 after a group of concerned individuals identified the need for an organization that would provide a voice for migrant women, girls, and their families (Simon, 2021).

2.1.2 Mission and vision statements

According to Simon (2022), Stg. Building Bridges Saving Lives' mission is "to empower inadequately served migrants through a range of programs and activities aimed at nurturing their development, facilitating cultural exchange, and fostering stability." Additionally, the organization's vision is "to become the preeminent non-profit organization in the Caribbean region, with a commitment to serving migrants, and offering

our clients the utmost in service excellence and quality”. (Stg. Building Bridges Saving Lives, 2022).

2.1.3 Organizational structure

Figure 1 Organizational Structure (Source: S.Shaw, 2023)



Explanation of the Organizational Structure

Executive Director

The Executive Director is in the top leadership position in the organization and is responsible for setting the strategic direction and overall vision of SBBSL in alignment with its mission and values. The Executive Director oversees all aspects of the

organization's operations, including finance, programs, and administration. The Executive Director provides guidance and leadership to department heads and ensures that SBBSL remains focused on its goals of empowering inadequately served migrants and fostering community development.

Finance Department

The Finance and Administrative Manager

The Finance and Administrative Manager is responsible for overseeing the financial management of the organization, including budgeting, financial reporting, and compliance. Additionally, the Finance and Administrative Manager handles administrative functions such as human resources and office management.

Accountant Officer

The Accountant Officer manages the day-to-day financial transactions of SBBSL, including accounts payable, accounts receivable, and payroll processing. The Accountant Officer ensures accuracy and compliance with financial regulations and assists in financial reporting.

Administrative Assistant

The Administrative Assistant provides administrative support to the Finance Department and assists with various tasks such as filing, data entry, and scheduling.

Programs Department

Project Manager

The Project Manager oversees the planning, implementation, monitoring and evaluation of SBBSL projects and programs. The Project Manager is responsible for setting project goals, allocating resources, and ensuring that projects are completed on time and within budget. The Project Manager also coordinates with other departments and stakeholders to achieve project objectives.

Project Officer

The Project Officers work closely with the Project Manager to support the execution of specific projects. In addition, the Project Officer assists in project planning, monitoring project progress, and communicating with project stakeholders.

Medical Officer

The Medical Officer is responsible for providing healthcare services to SBBSL clients, including medical consultations, health assessments, and referrals to specialized care.

Counsellor

The Counsellor provides psychosocial support and counseling services to SBBSL clients, addressing their emotional and mental health needs. The counsellor plays a vital role in promoting the well-being and resilience of migrants facing various challenges.

2.1.4 Products offered.

Stg, Building Bridges Saving Lives (SBBSL) provides a range of services, including medical and psychosocial care for clients, a 24/7 helpline service, social protection services, and capacity building opportunities.

The organization offers confidential medical guidance through its telehealth platform, which is predominantly utilized by remote migrant sex workers and other migrant women residing in Suriname's Amazon rainforest region who may be facing gender-based violence. For clients in need of physical examinations or consultations, as well as basic care, a resident doctor is available to provide services either at their homes or in a secure and safe location.

SBBSL extends a 24/7 helpline service for individuals who have experienced GBV/IPV. These cases are uploaded into their database with the clients' consent. Subsequently, clients receive the requisite assistance and redress, along with referrals to relevant services, as needed.

SBBSL's social protection service includes providing clients with grocery vouchers to acquire essential food items. Additionally, individuals are offered financial assistance to cover their rent expenses.

SBBSL also facilitates capacity building sessions that cover a diverse array of subjects, including but not limited to climate change, gender-based violence, and immigration.

2.2 Project Management concepts

2.2.1 Project management principles

Project

The PMBOK Body of Knowledge 7th Edition (2021) defines a project as a temporary endeavor which is carried out in order to achieve a unique product, service or result.

The FGP aims to bolster Stg. Building Bridges Saving Lives' resilience against the challenges posed by decreasing donor funding by establishing a social enterprise. This strategic move will empower the organization to sustain its operations independently and persist in delivering top-quality services to clients.

Process Groups

The PMBOK Body of Knowledge 6th Edition (2017) categorizes Project Management Process Groups into five logical groupings:

1. Initiating Process Group
2. Planning Process Group
3. Executing Process Group
4. Monitoring and Controlling Process Group
5. Closing Process Group

2.2.2 Project management domains

According to the PMBOK Body of Knowledge 7th Edition (2021), project performance domains are defined as "a collection of interrelated activities that are vital for achieving successful project results." In essence, these activities are crucial for ensuring the successful execution of projects. The 7th edition identifies a total of 8 Project Performance Domains, and they encompass:

Stakeholders

All the necessary stakeholders for the project such as the donor, clients, vendors and consultants will be identified and engaged. A thorough plan for engagement will be created to include them in the project's decision-making and activities.

Team

A multidisciplinary project team will be recruited. This will include specialists in the fields of agriculture and project management. The roles and responsibilities of each team member will be clearly defined to guarantee efficient collaboration and communication.

Development Approach and Life Cycle

The phases of the project's life cycle will be defined from conception to completion. The project's goals, deliverables, and restrictions will be defined in the project charter and scope statement. A methodical strategy for project management, monitoring, and execution will also be established.

Planning

The project schedule, resource allocation strategy, risk management strategy, and budget will be created as part of a comprehensive project management plan. This will be done to efficiently monitor progress, establish project milestones and deliverables.

Project Work

The project will be implemented as planned. This includes implementing the relevant activities and collaborating with stakeholders as outlined in the project management plan.

Delivery

Quality control will be established to ensure that the social enterprise initiative meet predefined standards. Regularly assess the quality of services provided and make necessary improvements.

Measurement

The project's effectiveness will be measured.

Uncertainty

Risk mitigation strategies will be imposed to address potential risk and uncertainties that may arise during the different stages of the project.

2.2.3 Predictive, adaptative and hybrid projects

Predictive

Predictive project management, often referred to as traditional project management, is a methodology applied when project details and requirements are well-defined right from the project's inception. This approach enables comprehensive planning of project tasks that are typically executed in a sequential order.

Adaptative

Adaptive project management, also known as Agile Project Management, is the preferred approach for projects characterized by a significant level of uncertainty and where not all requirements are detailed. In this approach, deliverables are developed iteratively, with an emphasis on delivering the most valuable items to the customer first. Subsequent iterations then build upon this foundation by adding additional features and enhancements as required. This flexibility allows for responsiveness to changing circumstances and ensures that the project remains aligned with evolving customer needs throughout its life cycle.

Hybrid

Hybrid project management is a project management approach that incorporates elements from different project management methodologies to produce a tailored methodology that is better suited for the specific project at hand. This hybrid approach aims to leverage the strengths of various methodologies, such as Agile, Waterfall, or Scrum, to address the unique needs and requirements of the Project.

The predictive approach will be used for the FGP. Stg. Building Bridge Saving Lives will be executing its social enterprise initiative with funding received from a donor. The donor has provided a fixed budget for the completion of specific deliverables, all of which are detailed in the proposal submitted to the donor. It is crucial for the organization to ensure the successful completion of all these deliverables within the established timeframe to meet the donor's stipulated requirements. Given the limited flexibility in modifying the project's scope, careful adherence to the original plan is essential.

2.2.4 Project management

According to the PMBOK Body of Knowledge 7th Edition (2021), Project Management involves the application of knowledge, skills, tools, and techniques to carry out project activities in order to meet the project requirements.

2.2.5 Project management knowledge areas and processes

Project Scope Management

“Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Managing the project scope is primarily concerned with defining and controlling what is and is not included in the project.” (PMI, 2017, p. 129).

Project Schedule Management

“Project Schedule Management includes the processes required to manage the timely completion of the project.” (PMI, 2017, p. 173).

Project Cost Management

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

Project Resource Management

“Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. These processes help ensure that the right resources will be available to the project manager and project team at the right time and place.” (PMI, 2017, p. 307).

Project Integration Management

“Project Integration Management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups. In the project management

context, integration includes characteristics of unification, consolidation, communication, and interrelationship.” (PMI, 2017, p. 69).

Project Communication Management

Project Communication Management encompasses the procedures required to guarantee that the project's information requirements and those of its stakeholders are fulfilled by generating documents and executing actions aimed at achieving efficient information sharing. Project Communications Management comprises two components: the initial phase involves devising a strategy to guarantee effective communication with stakeholders, while the subsequent phase entails executing the necessary tasks to put the communication strategy into action (PMI, 2017, p. 359).

Project Risk Management

“Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project. The objectives of project risk management are to increase the probability and/or impact of positive risks and to decrease the probability and/or impact of negative risks, in order to optimize the chances of project success.” (PMI, 2017, p. 395).

Project Stakeholder management

“Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze

stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.” (PMI, 2017, p. 503).

Project Quality Management

“Control Quality is the process of monitoring and recording results of executing the quality management activities in order to assess performance and ensure the project outputs are complete, correct, and meet customer expectations. The key benefit of this process is verifying that project deliverables and work meet the requirements specified by key stakeholders for final acceptance.” (PMI, 2017, p. 298).

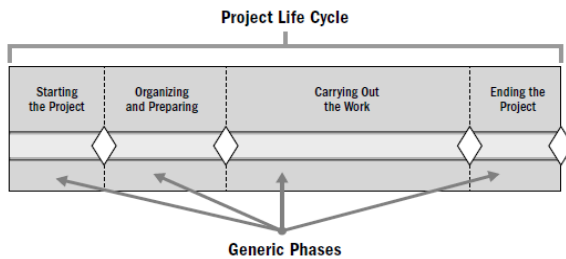
Project Procurement Management

“Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team.” (PMI, 2017, p. 459).

2.2.6 Project life cycle

The Project Management Institute (2021) defines a project life cycle as all the stages of a project from start to finish. This process is structured around five distinct phases: initiation, planning, execution, monitoring, and closure, (PMI, 2017). The FGP, which will utilize a predictive approach, will incorporate all of these phases.

Figure 2 Project Life Cycle (Source: PMI, 2017, p.548)



Note: Copied from the book, A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th edition, PMI, 2017, p.584), by PMI 2017. Copyright 2017, Project Management Institute, Inc. All rights reserved.

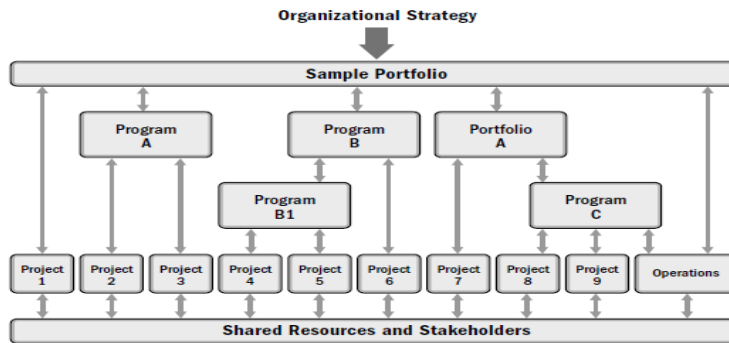
2.2.7 Company strategy, portfolios, programs and projects

According to the Project Management Institute (2021), the business strategy is the driving force behind the execution of projects. Portfolios, on the other hand, encompass projects, programs, sub-portfolios, and operations, all managed collectively to accomplish strategic goals (PMI, 2021). In contrast, programs entail projects, subsidiary programs, and program activities that are interrelated and managed in a synchronized manner to achieve benefits that would not be attainable by managing them individually (PMI, 2021). Projects are temporary endeavors to create unique products, services, or results (PMI, 2021).

Stg Building Bridges Saving Lives' mission to enhance the well-being of migrant women and their families in Suriname is effectively supported by its strategy, portfolio, programs, and projects. These endeavors play a crucial role in tackling diverse social, cultural, and environmental issues while simultaneously nurturing a sense of community

and empowerment among the recipients. This alignment ensures that SBBSL's efforts are coherent with its overarching goals of promoting integration, health, and sustainability.

Figure 3 Sample Portfolio Structure (Source: PMI, 2017, p.12)



Note: Copied from the book, A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th edition, PMI, 2017, p.12), by PMI 2017. Copyright 2017, Project Management Institute, Inc. All rights reserved.

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

The social enterprise initiative will be the construction of a poultry and vegetable farm.

Indigenous chickens will be reared as part of the social enterprise initiative. These particular chickens have developed adaptations to thrive in challenging environmental conditions, especially in extensive small-scale farming setups.

Sustainable agriculture will be practiced with the implementation of the social enterprise initiative ensuring the long-term viability of both the agricultural land and the farming economy by aligning operations with natural processes rather than opposing them.

Regenerative agriculture constitutes a pivotal component of the social enterprise initiative, and its implementation will yield favorable effects on the overall health and vitality of the land.

Green Project management practice will be used throughout the implementation of the social enterprise initiative.

2.3.1 Current situation of the problem or opportunity in study

The Caribbean Community Based Organizations (CBOs) have faced a significant reduction in funding in recent years, which has had a severe impact on both the quantity and quality of services they can provide. As a result, these CBOs in the Caribbean are increasingly finding that grants and donations are insufficient to meet their current program needs, let alone expand their program activities. Relying on grants and donations can also limit the autonomy of CBOs in terms of deciding which program activities to pursue and choosing the most effective intervention strategies to achieve their program goals. Many donors have their own specific priorities, meaning they have their own perspectives on which issues are crucial and the most effective strategies to address them. Furthermore, numerous grants and donations come with restrictions on the types of expenses they can be used for. This has led to the permanent closure of many CBO.

Considering these challenges, Stg. Building Bridges Saving Lives has taken a proactive step by applying for a grant to support a social enterprise initiative. This approach aims to achieve a level of self-sustainability while also creating job opportunities for clients. This initiative aligns perfectly with the organization's mission and will empower inadequately served migrants and foster stability.

In a landscape marked by funding challenges, this shift towards self-sustainability and social entrepreneurship reflects the adaptability and determination of Caribbean CBOs in continuing their vital work and addressing the evolving needs of their communities. It is a testament to their commitment to improving lives and creating a brighter future for those they serve.

2.3.2 Previous research done for the topic in study.

Limited research has been conducted on the topic thus far. However, the preliminary research clearly delineates the essential components of a project plan, elucidates the requisite steps for its development, underscores the significance of employing project management templates, and emphasizes the critical role of a well-structured project management plan in achieving successful project execution (Kashyap, 2023). Additionally, comprehensive information on risk management within project management was obtained through Coursera (2023). The research also emphasized the importance of consulting the Project Management Institute (PMI, 2021) throughout all phases of the project development.

During the research pertinent information relating to a social enterprise course undertaken by Stg. Building Bridges Saving Lives was obtained. The course was tailored specifically for Community Based Organizations (CBOs and equips them with knowledge about social enterprises as a means to attain self-sufficiency and create employment opportunities within their communities (Castillo, 2023). Furthermore, a newspaper article titled "Gov't native chicken project targets 200 raisers in NegOr," retrieved from a

Philippine newspaper, was consulted. It offers insights into a prominent example of a native chicken project in the Philippines (Partlow, 2022). This exemplary case will serve as a valuable reference in shaping the project management plan.

The blog "Regenerative & Sustainable: What is the Difference? - Producers Stories" by (Schmidt, 2021) was also consulted during the preliminary research. This pertinent information will be integrated to ensure that the project management plan incorporates elements of sustainable and regenerative development. The insights provided into the egg hatchery project report will be fundamental in the development of the project (Jagdish, 2021).

2.3.3 Other theory related to the topic in study.

Triple Bottom Line (TBL) Theory:

The TBL theory is focused on the three bottom lines which are used to measure the success of a social enterprise: economic (profit), social (people), and environmental (planet).

Theory of Change:

This is a framework that helps social enterprises express how they will create social impact by outlining the steps from inputs and activities to desired outcomes and long-term impact. This theory is often used for planning and evaluation.

Institutional Theory:

This theory suggests that social enterprises are influenced by the institutional context in which they operate. The theory also explores how these institutions shape the behavior and strategies of social enterprises.

3 METHODOLOGICAL FRAMEWORK

This chapter outlines the strategy and rationale behind the research venture, aiming to ensure readers comprehend the identified problem and its proposed solution clearly.

Additionally, the information sources, research methods, tools, assumptions, limitations, and outcomes are emphasized within this chapter.

3.1 Information sources

“An Information Source is a source of information for somebody, i.e. anything that might inform a person about something or provide knowledge to somebody. Information sources may be observations, people speeches, documents, pictures, organizations etc” (LISedunetwork & LISedunetwork, 2022b). A combination of both primary and secondary sources will be utilized to successfully complete the Final Graduation Project.

3.1.1 Primary sources

According to University of California, Merced (2022), primary sources of information are first-hand observations or direct evidence concerning a topic under investigation. Primary sources encompass a wide variety of materials that serve as invaluable resources for historical and research purposes. These sources include eyewitness accounts, journalistic reports, financial records, government documents, archaeological and biological evidence, court records, original research ephemera such as posters and handbills, literary manuscripts, datasets, survey data like census or economic statistics, photographs, video recordings, audio recordings, speeches, email communications, diaries, letters, and interviews. This diverse range of primary sources provides researchers with

firsthand information and unique insights into various aspects of the past and present, offering a rich tapestry of perspectives to explore and analyze. In the execution of the Final Graduation Project (FGP), primary sources to be employed include the project's business plan, budget for the project, and Meetings with representatives from the organization.

3.1.2 Secondary sources

“Secondary sources of information are those which are either compiled from or refer to primary sources of information. Such sources contain information arranged and organized on the basis of some definite plan” (LISedunetwork & LISedunetwork, 2022b). While secondary sources may not be the original, primary sources, they play a vital role in enhancing the depth and understanding of discussions and concepts. The secondary sources that will be used in the FGP are historical data, PMBOK Guide, 6th Edition, 2017 and PMBOK Body of Knowledge 7th Edition, 2021

Chart 1 Information sources (Source: S.Shaw, 2023)

Objectives	Information sources	
	Primary	Secondary
1. 1. To develop the Scope Management Plan to clearly outline all the work required to facilitate the project's success.	Business Plan for the project Meetings with Stakeholders.	Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021
2. To create the Schedule Management Plan which will	Business Plan for the project	Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021

Objectives	Information sources	
	Primary	Secondary
define the methodology to be carried out to manage the project for a timely completion	Meetings with Stakeholders. .	
3. To establish a Cost Management Plan that facilitates the effective management of project funds, ensuring the project is completed within the allocated budget	Budget for the project Meetings with Stakeholders. .	Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021
4. To develop a Quality Management Plan for effectively managing and controlling quality within the project	Business Plan for the project Meetings with Stakeholders. .	Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021
5. To design a resource management plan that identifies the necessary resources for the project, outlines the acquisition process, and establishes strategies for	Business Plan for the project Meetings with Stakeholders.	Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021

Objectives	Information sources	
	Primary	Secondary
resource management.		
6. To develop a Communication Management Plan that guarantees the project team and stakeholders receive essential information to facilitate effective collaboration.	Business Plan for the project Meetings with Stakeholders.	Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021
7. To formulate a risk management plan that encompasses the identification, analysis, monitoring, and mitigation of risks within the project.	Business Plan for the project Meetings with Stakeholders.	Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021
8. To create a Procurement Management Plan aimed at managing the procurement or acquisition of essential products, services, or deliverables required for the successful project completion.	Business Plan for the project Meetings with Stakeholders.	Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021
9. To develop a Stakeholder	Business Plan for the project	Historical data PMBOK Guide, 6th Edition, 2017

Objectives	Information sources	
	Primary	Secondary
Management Plan designed to facilitate the identification and effective engagement of the individuals or groups that will be impacted by the project.	Meetings with Stakeholders	PMBOK Guide, 7th Edition, 2021
10. To create an Integration Management Plan that delineates the procedures for coordinating the various project management activities within the project.	Business Plan for the project Meetings with Stakeholders	Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021
11. To create a Sustainable Development Plan to assess the relationship and impact of the project and its end product in regenerative and sustainable development.	Business Plan for the project Meetings with Stakeholders.	Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021

3.2 Research methods

Research methods are the strategies, processes or techniques utilized in the collection of data or evidence for analysis to uncover new information or create better understanding of a topic (University of Newcastle Library, 2023). To fulfill the objectives outlined in the

Project Management Plan, three distinct research techniques will be employed within this Final Graduation Project (FGP). These methodologies include the utilization of Quantitative Research Method, the Qualitative Research Method, and the Mixed Research Methods.

3.2.1 Quantitative method

Quantitative research method involves the use of numerical data and serves the purpose of elucidating, forecasting, verifying, substantiating, or testing a theory (Leedy & Ormrod, 2021). Quantitative research is characterized by its precise nature, which adheres to established guidelines and standardized tools enabling researchers to objectively and reliably measure the variable(s) of interest.

3.2.2 Qualitative method

Friese & Sybing (2023) describes qualitative research as a” type of research method which involves looking in-depth at non-numerical data, organizing the data, and analyzing the data in a way that provides in-depth insights into the concepts under study.

3.2.3 Mixed methods

“Mixed methods’ is a research approach whereby researchers collect and analyze both quantitative and qualitative data within the same study” Shorten (2017).

Chart 2 Research methods (Source: S.Shaw, 2023)

Objectives	Research methods		
	Quantitative method	Qualitative method	Mixed methods
1. To develop the Scope Management Plan to clearly outline all the work required to facilitate the project's success.	The Quantitative method will be used to analyze historical data and variables in the process of developing the Scope Management Plan.	The Qualitative method will be employed to acquire a comprehensive and holistic understanding of the information required for developing the Scope Management Plan.	A combination of these two methods will be employed to ascertain relationships that are integral to the creation of the Scope Management Plan.
2. To create the Schedule Management Plan which will define the methodology to be carried out to manage the project for a timely completion	The Quantitative method will be used to analyze historical data and variables in the process of developing the Schedule Management Plan.	The Qualitative method will be employed to acquire a comprehensive and holistic understanding of the information required for developing the Schedule Management Plan.	A combination of these two methods will be employed to ascertain relationships that are integral to the creation of the Schedule Management Plan.
3. To establish a Cost Management Plan that facilitates the effective management of project funds, ensuring the project is completed within the allocated budget.	The Quantitative method will be used to analyze historical data and variables in the process of developing the Cost Management Plan.	The Qualitative method will be employed to acquire a comprehensive and holistic understanding of the information required for developing the Cost	A combination of these two methods will be employed to ascertain relationships that are integral to the creation of the Cost Management Plan.

Objectives	Research methods		
	Quantitative method	Qualitative method	Mixed methods
		Management Plan.	
4. To develop a Quality Management Plan for effectively managing and controlling quality within the project	The Quantitative method will be used to analyze historical data and variables in the process of developing the Quality Management Plan.	The Qualitative method will be employed to acquire a comprehensive and holistic understanding of the information required for developing the Quality Management Plan.	A combination of these two methods will be employed to ascertain relationships that are integral to the creation of the Quality Management Plan.
5. To design a Resource Management Plan that identifies the necessary resources for the project, outlines the acquisition process, and establishes strategies for resource management.	The Quantitative method will be used to analyze historical data and variables in the process of developing the Resource Management Plan.	The Qualitative method will be employed to acquire a comprehensive and holistic understanding of the information required for developing the Resource Management Plan.	A combination of these two methods will be employed to ascertain relationships that are integral to the creation of the Resource Management Plan.
6. To develop a Communication Management Plan that guarantees the project team and stakeholders receive essential information to facilitate effective collaboration.	The Quantitative method will be used to analyze historical data and variables in the process of developing the Communication Management Plan.	The Qualitative method will be employed to acquire a comprehensive and holistic understanding of the information required for developing the Communication Management Plan.	A combination of these two methods will be employed to ascertain relationships that are integral to the creation of the Communication Management Plan.

Objectives	Research methods		
	Quantitative method	Qualitative method	Mixed methods
		Management Plan.	
7. To formulate a Risk Management Plan that encompasses the identification, analysis, monitoring, and mitigation of risks within the project.	The Quantitative method will be used to analyze historical data and variables in the process of developing the Risk Management Plan.	The Qualitative method will be employed to acquire a comprehensive and holistic understanding of the information required for developing the Risk Management Plan.	A combination of these two methods will be employed to ascertain relationships that are integral to the creation of the Risk Management Plan.
8. To create a Procurement Management Plan aimed at managing the procurement or acquisition of essential products, services, or deliverables required for the successful project completion.	The Quantitative method will be used to analyze historical data and variables in the process of developing the Procurement Management Plan.	The Qualitative method will be employed to acquire a comprehensive and holistic understanding of the information required for developing the Procurement Management Plan.	A combination of these two methods will be employed to ascertain relationships that are integral to the creation of the Procurement Management Plan.
9. To develop a Stakeholder Management Plan designed to facilitate the identification and effective engagement of the individuals or groups that will be impacted by the project.	The Quantitative method will be used to analyze historical data and variables in the process of developing the Stakeholder Management Plan.	The Qualitative method will be employed to acquire a comprehensive and holistic understanding of the information required for developing the Stakeholder Management Plan.	A combination of these two methods will be employed to ascertain relationships that are integral to the creation of the Stakeholder Management Plan.

Objectives	Research methods		
	Quantitative method	Qualitative method	Mixed methods
		Management Plan.	
10. To create an Integration Management Plan that delineates the procedures for coordinating the various project management activities within the project.	The Quantitative method will be used to analyze historical data and variables in the process of developing the Integration Management Plan.	The Qualitative method will be employed to acquire a comprehensive and holistic understanding of the information required for developing the Integration Management Plan.	A combination of these two methods will be employed to ascertain relationships that are integral to the creation of the Integration Management Plan.
11. To create a Sustainable Development Plan to assess the relationship and impact of the project and its end product in regenerative and sustainable development	The Quantitative method will be used to analyze historical data and variables in the process of developing the Sustainable Development Plan.	The Qualitative method will be employed to acquire a comprehensive and holistic understanding of the information required for developing the Sustainable Development Plan.	A combination of these two methods will be employed to ascertain relationships that are integral to the creation of the Sustainable Development Plan.

3.3 Tools

According to PMI (2017, p.725), 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”. For the development of the FGP, the following tools will be utilized.

- Scope Management Plan Template – Framework for developing the Scope Management Plan
- Schedule Management Plan Template – Framework for developing the Schedule Management Plan
- Cost Management Plan Template - Framework for developing the Cost Management Plan
- Project Management Plan Template - Framework for developing the Project Management Plan
- Quality Management Plan Template - Framework for developing the Quality Management Plan
- Resource Management Plan Template - Framework for developing the Resource Management Plan
- Communication Management Plan Template - Framework for developing the Communication Management Plan
- Risk Management Plan Template - Framework for developing the Risk Management Plan
- Procurement Management Plan Template - Framework for developing the Procurement Management Plan
- Stakeholder Management Plan - Framework for developing the Stakeholder Management Plan
- Integration Management Plan Template - Framework for developing the Integration Management Plan
- Sustainable Management plan Template - Framework for developing the Sustainable Management Plan

- Project Management Scheduling Software – The software utilized for crafting the project schedule.
- Activity List Template – Framework used to create the list of scheduled activities.
- Responsibility Assignment Matrix – Matrix used to assign responsibilities to the members of the project team.
- Communication Matrix – Matrix to outline project communication.
- Stakeholder Engagement Assessment Matrix – Matrix to assess stakeholder engagement needs.
- Stakeholder Prioritization Matrix – Matrix used in the prioritization of project stakeholders.
- Project Charter Template – Document to outline key project information.
- Risk Register Template – Register used to document project risks.
- Requirements Traceability Matrix – Matrix to match deliverables with their requirements.
- Work Breakdown Structure – Used to break down large projects into manageable pieces.
- Work Breakdown Dictionary – Contains details of tasks, activities and deliverables.
- Bottom-up Estimation – Estimation technique to determine project costs by working from the details and combining for the overall costs.
- Quality Activities Matrix Template – Matrix to outline how quality will be managed within the project.
- Stakeholder Register Template – Register to document project stakeholders.
- Stakeholder Assessment Matrix – This tool is utilized for comparing the current levels of engagement with the desired levels of engagement among stakeholders.

- P5 Impact Analysis – This tool is used to determine the impact on the sustainable development of the project.

Chart 3 Tools (Source: S.Shaw, 2023)

Objectives	Tools
1. To develop the Scope Management Plan to clearly outline all the work required to facilitate the project's success.	Expert Judgement Data Analysis Meetings Scope Management Plan Template Requirements Traceability Matrix Work Breakdown Structure Work Breakdown Structure Dictionary
2. To create the Schedule Management Plan which will define the methodology to be carried out to manage the project for a timely completion	Expert Judgement Data Analysis Meetings Activity List MS Projects Schedule Management Plan Template
3. To establish a Cost Management Plan that facilitates the effective management of project funds, ensuring the project is completed within the allocated budget.	Expert Judgement Data Analysis Meetings Bottom – Up Estimation Cost Management Plan Template
4. To develop a Quality Management Plan for effectively managing and controlling quality within the project	Expert Judgement Data gathering Data analysis Decision making Data representation Test and inspection planning Meetings Quality Activities Matrix Template Quality Management Plan Template
5. To design a Resource Management Plan that identifies the necessary resources for the project, outlines the acquisition process, and establishes strategies for resource management.	Expert Judgement Data representation Organizational Theory Meetings RACI

Objectives	Tools
	Resource management Plan Template
6. To develop a Communication Management Plan that guarantees the project team, and stakeholders receive essential information to facilitate effective collaboration.	Expert Judgement Communication requirements analysis Data representation Meetings Communication Management Plan Template
7. To formulate a Risk Management Plan that encompasses the identification, analysis, monitoring, and mitigation of risks within the project.	Expert Judgement Data Analysis Meetings Risk Register Template Risk Management Plan Template
8. To create a Procurement Management Plan aimed at managing the procurement or acquisition of essential products, services, or deliverables required for the successful project completion.	Expert Judgement Data gathering Data analysis Source selection analysis Meetings Procurement Management Plan Template
9. To develop a Stakeholder Management Plan designed to facilitate the identification and effective engagement of the individuals or groups that will be impacted by the project.	Expert Judgement Data gathering Data analysis Data representation Meetings Stakeholder Register Template Stakeholder Assessment Matrix Stakeholder Management Plan Template
10. To create an Integration Management Plan that delineates the procedures for coordinating the various project management activities within the project	Expert Judgement Data gathering Data analysis Data representation Meetings Interpersonal and team skills Integration Management Plan Template
11. To create a Sustainable Development Plan to assess the	Sustainable Management Plan Template Expert Judgement

Objectives	Tools
relationship and impact of the project and its end product in regenerative and sustainable development	Data gathering Data analysis P5 Impact Analysis Meetings

3.4 Assumptions and constraints

According to PMI (2017, p.699) an assumption is “a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration”. Conversely, PMI (2017, p.701) defines constraint as “a limiting factor which affects the execution of a project, program, portfolio or process”. It's crucial to recognize that assumptions and constraints will be a part of the development process for the FGP. Constraints for the FGP may be related to the triple constraints (scope, time, and cost), quality and risk.

Chart 4 Assumptions and constraints (Source: S.Shaw, 2023)

Objectives	Assumptions	Constraints
1. To create an Integration Management Plan that delineates the procedures for coordinating the various project management activities within the project	Integration activities will facilitate improved cohesion of all other processes	The timeframe for the development of the integration management plan is inflexible.
2. To develop the Scope Management Plan to clearly outline all the work required to facilitate the project's success.	All the essential information required to comprehensively define the project scope is readily available.	The scope definition of could be influenced by both the project sponsors' organizational

Objectives	Assumptions	Constraints
		structure and the limited information received from stakeholders.
3. To create the Schedule Management Plan which will define the methodology to be carried out to manage the project for a timely completion	The project will be finalized within the specified time frame.	It is necessary to adhere to the strict deadlines imposed by the donor. The project must be completed within the allocated time frame.
4. To establish a Cost Management Plan that facilitates the effective management of project funds, ensuring the project is completed within the allocated budget.	Global economic changes are not anticipated to have an impact on the cost management plan.	The completion of the project should stay within the budget provided by the donor.
5. To develop a Quality Management Plan for effectively managing and controlling quality within the project	Gathering requirements from all stakeholders to understand their expectations is expected to proceed smoothly.	All specified quality standards for egg production must be fulfilled.
6. To design a Resource Management Plan that identifies the necessary resources for the project, outlines the acquisition process, and establishes strategies for resource management.	Resources will be accessible when they are required.	Challenges in acquiring all the necessary resources for the project with its timeframe.
7. To develop a Communication Management Plan that guarantees the project team, and stakeholders receive essential information to	All stakeholders will have access to all forms of communication outlined	Challenges or interruptions in communications technology might hinder the capability to communicate and

Objectives	Assumptions	Constraints
facilitate effective collaboration.		engage stakeholders effectively.
8. To formulate a Risk Management Plan that encompasses the identification, analysis, monitoring, and mitigation of risks within the project.	The Scope Management Plan will provide sufficient information to identify and analyze the overall risks of the project.	There may be delays in project activities during the severe rainy season from May to July.
9. To create a Procurement Management Plan aimed at managing the procurement or acquisition of essential products, services, or deliverables required for the successful project completion.	Local suppliers are expected to have the ability to provide the required materials.	Unavailability of required materials at local suppliers. International shipping delays.
10. To develop a Stakeholder Management Plan designed to facilitate the identification and effective engagement of the individuals or groups that will be impacted by the project.	It will be feasible to identify all potential stakeholders for such a project.	Divergent stakeholder interests and expectations.
11. To create a Sustainable Development Plan to assess the relationship and impact of the project and its end product in regenerative and sustainable development	Sustainable development approaches will be applicable to the social enterprise project	Sustainability endeavors should adhere to the designated budget.

3.5 Deliverables

PMI defines a deliverable as “any unique and verifiable product, result of capability to perform a service that is required to be produced to complete a process, phase, or project” (Project Management Institute, 2017a, p. 704). The deliverables developed are contained in Chart 5.

Chart 5 Deliverables (Source: S.Shaw, 2023)

Objectives	Deliverables
1. To develop the Scope Management Plan to clearly outline all the work required to facilitate the project's success.	Scope Management Plan
2. To create the Schedule Management Plan which will define the methodology to be carried out to manage the project for a timely completion	Schedule Management Plan
3. To establish a Cost Management Plan that facilitates the effective management of project funds, ensuring the project is completed within the allocated budget.	Cost Management Plan
4. To develop a Quality Management Plan for effectively managing and controlling quality within the project.	Quality Management Plan
5. To design a Resource Management Plan that identifies the necessary resources for the project, outlines the acquisition process, and establishes strategies for resource management.	Resource Management Plan
6. To develop a Communication Management Plan that guarantees the project team and stakeholders receive essential information to facilitate effective collaboration.	Communication Management Plan
7. To formulate a Risk Management Plan that encompasses the identification, analysis, monitoring, and mitigation of risks within the project.	Risk Management Plan
8. To create a Procurement Management Plan aimed at managing the procurement or acquisition of essential products, services, or deliverables required	Procurement Management Plan

Objectives	Deliverables
for the successful project completion.	
9. To develop a Stakeholder Management Plan designed to facilitate the identification and effective engagement of the individuals or groups that will be impacted by the project.	Stakeholder Management Plan
10. To create an Integration Management Plan that delineates the procedures for coordinating the various project management activities within the project.	Integration Management Plan
11. To create a Sustainable Development Plan to assess the relationship and impact of the project and its end product in regenerative and sustainable development.	Sustainable Development Plan

4 RESULTS

This section of the project provides a more comprehensive overview of the different management plans. Each of the eleven management plans serves a distinct purpose and provides unique support to the project manager.

4.1. Integration Management

In creating the Project Management Plan for the establishment of a Social Enterprise Initiative for Stg. Building Bridges Saving Lives, the initial phase involves the development of a Project Integration Plan through the creation of a Project Charter. The primary objective of the Project Charter is to formalize the project and specify all the details associated with the ultimate deliverable for the Project Manager. The Project Charter, detailed below, encompasses information about the project's background, objectives, assumptions, constraints, risks, schedule, and a summary of milestones, among other elements.

Chart 6 Project Charter (Source: S.Shaw, 2023)

PROJECT CHARTER For the Establishment of a Social Enterprise Initiative	
Date	Name of Project
Date of completion of the project charter: July 31, 2024	Stitching (Stg.) Building Bridges Saving Lives' Social Enterprise Initiative
Type of Project	Predictive
Knowledge areas/process groups	Application area (Sector/Activity)
Knowledge areas: Project integration management Project scope management	Development

Project schedule management Project cost management Project quality management Project resource management Project communication management Project risk management Project procurement management Project stakeholder management Project sustainable development management Process groups: Initiation Planning Execution Monitoring, & Controlling, Closure		
Tentative start date:	Tentative completion date:	Duration:
March 4 th 2024	July 31 st 2024	5 months
Project objectives (general and specific)		
<p>General objective: To successfully launch a social enterprise for Stg. Building Bridges Saving Lives within a five-month period encompassing the establishment of a poultry farm dedicated to egg production to generate income, thereby supporting sustainable service delivery.</p> <p>Specific objectives: To construct a 1000-square-foot poultry house for the Stg. Building Bridges Saving Lives Social Enterprise Initiative, utilizing a bamboo frame, incorporating a concrete foundation to prevent water seepage, and installing chicken wire for effective predator prevention. To implement efficient farming practices, including water harvesting and ensuring adherence to sustainability principles and environmental standards throughout the five-month period. To produce high-quality eggs on the Stg. Building Bridges Saving Lives poultry farm. To establish marketing strategies to promote and sell eggs, aiming for income generation to support sustainable service delivery.</p>		

<p>Justification or Purpose</p>
<p>In recent years, there is growing concern about the sustainability of community-based organizations, particularly in many Caribbean nations that have transitioned to upper-middle-income status. This apprehension has led to a decrease in donor support and reduced funding for these community organizations, resulting in the permanent closure of several of them.</p> <p>To address this challenge, Stg. Building Bridges Saving Lives, an organization in Suriname, has applied for a grant from the Caribbean Vulnerable Communities Coalition. This funding will be used to establish a social enterprise initiative that can generate income to support their service delivery. This initiative aims to achieve a level of self-sufficiency while also creating job opportunities for their clients. This effort is fully aligned with the organization's mission and will promote the self-reliance of underserved migrants, thereby contributing to greater stability in the process.</p>
<p>Description of the product or service that the project will generate - Final project deliverables</p>
<p>The final deliverable for this project will be a poultry farm focused on egg production, integrating water harvesting technology, and designed to withstand various climatic conditions.</p>
<p>Assumptions</p>
<p>Labor Supply:</p> <ul style="list-style-type: none"> • It is assumed that the type and quantity of workers will be readily available throughout the project. <p>2. Budget:</p> <ul style="list-style-type: none"> • It is assumed that a poultry house can be constructed and equipped, 1000 indigenous chickens can be purchased within a budget not exceeding USD 30,000. • It is assumed that the donor, Caribbean Vulnerable Communities Coalition, will make the disbursements for the grant in a timely manner. • It is assumed that the minimum wage rate will not increase throughout the project timeframe. <p>3. Climate:</p> <ul style="list-style-type: none"> • Given that there are two rainy seasons in Suriname, it is assumed that there will be sufficient sunny days for construction to be completed. • The materials that will be used in the construction of the poultry house will be climate-friendly, and locally available for purchase. <p>4. Schedule:</p>

<ul style="list-style-type: none"> • It is assumed that social enterprise initiative will be completed within five months. <p>5. Quality of product:</p> <ul style="list-style-type: none"> • It is assumed that the eggs produced will be of optimal quality and meet industry standards. 		
Constraints		
<p>1. Labor Supply: Lack of skilled workers may cause unforeseen delays in the construction of the poultry house.</p> <p>2. Budget: Because of the fluctuation of the currency exchange in Suriname, there is a possibility that the estimated budget may not be adequate considering the potential increase in the cost of building equipment, supplies, and other resources for the Project.</p> <p>3. Climate: Considering that November to January is part of the rainy season in Suriname, construction activities may experience delays.</p> <p>4. Schedule: Due to delay in shipment of goods from foreign sources because of supply chain disruptions and strike action at the Port of Suriname, unexpected delays occur with securing the equipment for the hen house.</p> <p>5. Scope: Unforeseen site conditions or events like workplace accidents and damage to the surrounding area.</p>		
Preliminary identification of Risks		
<p>1. As a result of supply chain disruptions and no shipping containers available in the USA, equipment will take significantly longer to arrive in the hardware stores in Suriname, which could cause major delays to the completion of poultry house, affecting the duration and cost of the project.</p> <p>2. As a result of excessive rains in a short period of time, flooding of the poultry house may cause a delay in the schedule and impact the duration of the project.</p>		
General Resources and Budget		
Project Management Plans	Integration Management, Scope Management, Schedule Management,	\$ 5,500

	Cost Management, Quality Management, Resource Management, Communication Management, Project Risk Management, Procurement Management, Stakeholder Management, Sustainable Management.	
Construction materials	Bamboo, blocks, chicken wire, sand, cement, solar powered lamps, corrugated zinc panels, water tank, gutters, pipe, fencing	\$ 15,500
Equipment for henhouse	Waters, feeders, incubators, hatchers, nest boxes	\$ 5000
Livestock/produce	Laying hens, cockerels and egg cartons	\$ 4500
Labor	3 workers at minimum wage	\$ 2000
Contingency Reserve	10%	\$3250
Management Reserve	5%	\$1625
	TOTAL	\$37,375
Milestones Schedule		
Milestone name	End dates	
Initiation of project/kickoff	March 4 th 2024	
Clearing of land	March 15 th 2024	
Procurement of construction material	March 21 st 2024	
Fencing	April 5 th 2024	
Construction of foundation	April 22 nd 2024	
Erection of poultry house	May 8 th 2024	
Roof Construction	May 13 th 2024	
Installation of fixtures (waterers, nest boxes, feeders, and solar lighting)	May 22 nd 2024	
Procurement and selection of breeding stock, hatchery equipment, seeds, feed /vitamins and merchandising material	June 7 th 2024	
Community awareness/marketing	July 12 th 2024	
Sale of eggs	July 26 th 2024	
Closeout meeting with the donor	July 31 st 2024	
Relevant historical information		

Stichting (Stg.) Building Bridges Saving Lives is a non-governmental organization that is located in Commewijne, Suriname. Over the past three years, the organization has been dedicated to fostering a strong sense of community among the Spanish and French-speaking migrant population in the country.

This steadfast dedication is apparent through the various projects they have undertaken. These endeavors are aimed at tackling societal disparities, facilitating cultural assimilation, and delivering vital healthcare and psychosocial support to their beneficiaries. Despite the organization's track record of successfully executing projects, it has faced challenges such as budget overruns and schedule delays. It is crucial to recognize that the social enterprise initiative will undoubtedly require a collaborative team effort.

Identification of (stakeholders)

Direct Stakeholders

- Caribbean Vulnerable Communities Coalition –Sponsor/donor
- Board of Directors for Stg.Building Bridges Saving Lives
- Project Manager
- Project Assistant/Finance Assistant

Subcontractor

- Laborers

Suppliers

- Hai Do Trading
- Local bamboo harvester
- Jusan Shop

Indirect Stakeholders

- Clients (Spanish and French Speaking Migrants in Suriname)

4.2. Project Scope Management

4.2.1 Scope Management Introduction

The objective of Project Scope Management is to guarantee the execution of all project tasks, specifically focusing on the defined work and excluding any unnecessary elements. This is crucial because alterations to the project scope can have a significant impact on both the schedule and budget. Additionally, this plan will outline the roles and responsibilities, as well as the work breakdown structure. Any form of communication surrounding the social enterprise will be mentioned in the Scope Management Plan. This

project is for the establishment of a Social Enterprise Initiative for Stg. Building Bridges Saving Lives which consists of a poultry farm that is dedicated to egg production.

4.2.2 Roles and Responsibilities

The Project Sponsor/donor (Caribbean Vulnerable Communities Coalition), Project Manager, the technical team and the Marketing Manager are crucial contributors to the execution and maintenance of the project scope. The roles and responsibilities of each team member are detailed in Chart 6 below to ensure that tasks are performed in alignment with the project scope, among other considerations.

Chart 7 Scope Management Roles and Responsibilities (Source: S.Shaw, 2023)

Project roles	Responsibilities
Project Sponsor/Donor- Caribbean Vulnerable Communities Coalition	Provide Technical Assistance. Approve or reject change requests. Accept final deliverable.
Board of Directors Stg. Building Bridges Saving Lives	Participate in Scope definition activities. Approve Scope Management Plan. Provide high-level scope definition (Project Charter). Review escalated scope issues and provide resolution directives. Review major scope change requests and make final decisions. Overall decision-making responsibility for Scope Management activities.
Project Manager from Stg. Building Bridge Saving Lives	Establish and verify scope requests. Facilitate collaboration on scope requests with the project team. Coordinate scope meetings. Communicate the results of change requests.

	Revise relevant project documentation as necessary. Write project reports.
Project Team	Engage in the creation of change requests. Provide technical support to PM.
Marketing Manager	Generate marketing materials and content for social and traditional media.
Quality Assurance Analyst	Ensure that the final deliverables meet the required quality standards and satisfy customer expectations
Other Stakeholders (Subcontractors, Worksite staff and Suppliers)	Propose change requests, where appropriate. Execute change requests as directed by the Project Manager.

4. 2.3 Scope definition

The scope for this Social Enterprise Initiative is defined through a comprehensive requirements collection process. Initially, a detailed analysis was conducted, examining the company's present, services, requirements, and perspectives, incorporating feedback from the Board of Directors, employees, and clients. These documents formed the basis on which the project lead and team created requirements documents and its traceability matrix for the tasks that must be completed in this project.

Project Scope Statement

The project scope statement offers a comprehensive description of the project, encompassing details about the deliverables, constraints, exclusions, assumptions, and acceptance criteria.

Project deliverables

The final delivery for this project is a poultry farm dedicated to egg production.

The Poultry house will have the following features:

- A concrete foundation will be created to prevent water from seeping into the coop, keeping the interior dry and reducing the risk of mold, mildew, and rot.
- The flooring will consist of concrete with straw litter,
- The roof will be constructed from zinc paneling with a sufficient slope for effective rainwater collection.
- The frame will be made of 2X4-inch pieces of bamboo.
- Chicken wire will be incorporated into the frame of the poultry house to offer protection against predators and to enhance ventilation and visibility.
- The house will consist of 3 doors made from bamboo frames.

Water harvesting technology:

- The poultry farm will incorporate water harvesting technology through the implementation of a roof-integrated catchment system.

Eggs Production:

- With consideration given to the selected breeding stock, the expectation is that the eggs will exhibit superior quality, marked by their optimal size, aligning seamlessly with market expectations.

Marketing campaign:

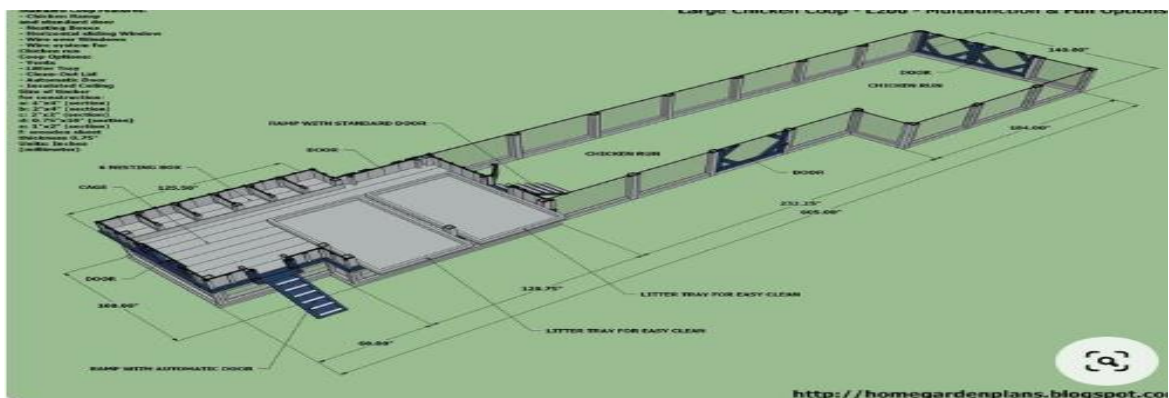
- This marketing campaign aims not only to promote and sell eggs but also to build a sustainable and supportive relationship with the community while generating income for the farm's continued service delivery.

Figure 4 Poultry House Design Model



Note: Poultry House Design Model. Reprinted from *Poultry House Dimensions For Best Quality And Efficient Production*, November 11 ,2023, from <https://nobowa.com/poultry-house-dimensions/>. Copyright 2023 by Yin.

Figure 5 Construction Plan for Poultry House



Note: Poultry House Construction Plan. Reprinted from *M200 - Chicken Coop Plans Construction - Chicken Coop Design - How to Build a Chicken Coop*, n.d. , from

<http://www.homegardendesignplan.com/2011/07/video-picture-below-is-concept-plans.html> .

- Project constraints

A project constraint is that, in accordance with donor guidelines, it must be completed within a maximum timeframe of 5 months and adhere to a budget not surpassing USD 30,000. Furthermore, the construction is required to be exclusively carried out by clients associated with the organization.

- Project assumptions

Labor Supply:

- It is assumed that the type and quantity of workers will be readily available throughout the project.

2. Budget:

- It is assumed that a poultry house can be constructed and equipped, 1000 indigenous chickens can be purchased, as well as feed and medication all within a budget not exceeding USD 37,375.

- It is assumed that the donor, Caribbean Vulnerable Communities Coalition, will make the disbursements for the grant in a timely manner

- It is assumed that the minimum wage rate will not increase throughout the project timeframe.

3. Climate:

- Given that there are two rainy seasons in Suriname, it is assumed that there will be sufficient sunny days for construction to be completed.

- The materials that will be used in the construction of the poultry house will be climate-friendly, and locally available for purchase.

4. Schedule:

- It is assumed that the social enterprise initiative will be completed within five months.

5. Quality of product:

- It is assumed that the eggs produced will be of optimal quality and meet industry standards.

- Project exclusions

The sole exception in this project is the prohibition of using any hazardous materials in the construction process.

4.2.4 Work Breakdown Structure

To effectively manage the tasks involved in completing the social Enterprise Initiative (poultry house) will be divided into individual work packages, each not surpassing 40 hours per week. This approach enables the Project Manager to more effectively oversee the project's scope as the project team addresses the requisite tasks for project completion. The project is structured into four phases. Subsequently, each of these phases is further subdivided into work packages, with an estimated workload of no more than 40 hours and no less than 8 hours per week.

Figure 6 Work Breakdown Structure (Source: S.Shaw, 2023)



4.2.5 Work Breakdown Structure Dictionary

To better define the tasks needed to complete the project, a Work Breakdown Structure (WBS) Dictionary is employed. This dictionary provides detailed information for each WBS element, encompassing a comprehensive description of the work, associated costs, and the required resources for that specific component. The project team will use the WBS Dictionary as a reference to outline the tasks associated with each WBS element. Further details can be found in Chart 8 below.

Chart 8 Work Breakdown Structure Breakout (Source: S.Shaw, 2023)

Level	WBS Code	WBS Name	Description of Work	Budget/ Costing	Resources
1	1.1	Project Management	Start of Project related documentation	\$5500	Project Plan, & the other specific resources listed below
2	1.1.1	Project Charter	Documentation needed to design plan for the social enterprise initiative.		
2	1.1.2	Scope Management	Documentation clearly outlining all the work required to facilitate the project's success.		Ms Vision
2	1.1.3	Schedule Management	Documentation of methodology that will be		Ms Projects

Level	WBS Code	WBS Name	Description of Work	Budget/ Costing	Resources
			applied for timely completion of each project activity.		
2	1.1.4	Cost Management	Documentation that facilitates the effective management of project funds, ensuring the project is completed within the allocated budget.		QuickBooks Software
2	1.1.5	Quality Management	Documentation needed to manage the processes related to the project's quality.		
2	1.1.6	Resource Management	Documentation of the necessary resources for the project and establishes strategies their management.		
2	1.1.7	Communication Management	Documentation required for planning the distribution of project updates.		
2	1.1.8	Risk Management	Processes of managing the project risks.		Project schedule, Project charter

Level	WBS Code	WBS Name	Description of Work	Budget/ Costing	Resources
2	1.1.9	Procurement Management	Documentation required for acquiring all supplies and equipment for the project.		List of vendors/suppliers List of required resources
2	1.1.10	Stakeholder Management	Documentation required to outline all pertinent stakeholders, whether their involvement is direct or indirect.		Stakeholder Matrix
2	1.1.11	Sustainable Management	Documentation necessary to delineate the sustainability aspects of the project.		
1	1.2	Pre-construction Phase	Preparation work for the social enterprise initiative.	\$10000	
2	1.2.1	Meeting with project sponsor	Meeting with board to discuss implementation of activities.		Project charter
2	1.2.2	Clearing of land	Preparation of land to initiate construction.		Laborers
2	1.2.3	Materials and tools acquisition	Procurement of the necessary materials and tools for the project.		Request for quotations, Evaluation template

Level	WBS Code	WBS Name	Description of Work	Budget/ Costing	Resources
2	1.2.4	Fencing	Fencing property for social enterprise initiative		Metal fencing, laborers
1.	1.3	Construction Phase	Building of the chicken house	\$ 8500	
2	1.3.1	Foundation and masonry work	Construction of the foundation for the chicken house.		Cement, block Construction site workers
2	1.3.2	Vertical structure	Erection of Poultry house.		Bamboo, Chicken wire, nails
2	1.3.3	Roof Construction	Building of roof		Zinc paneling, bamboo
2	1.3.4	Installation of fixtures	Setting up of chicken house and installing water tank.		waterers, nest boxes, feeders, and solar lighting, water tank, pipe, gutter
1	1.4	Post construction phase	Establishing the social enterprise	\$11500	
2	1.4.1	Procurement of breeding stock, feed, vitamins, seeds	Selection of first generation cross bred hens and pure generation cocks. Selection of medication and veterinary expenses.		Request for quotations, evaluation template
2	1.4.2	Community Awareness	Marketing of social enterprise.		Social media and traditional media
2	1.4.3	Sale of eggs	Selling the product		Egg cartons

Level	WBS Code	WBS Name	Description of Work	Budget/ Costing	Resources
2	1.4.4	Closure Meeting	Meeting with the project sponsor.		Sign off an approval of all deliverables

4.2.6 Scope verification

Scope Verification involves the Project Manager (PM) confirming provisional project deliverables in addition to the original scope outlined in the scope statement, Work Breakdown Structure (WBS), and WBS Dictionary. Once the PM ensures that the scope aligns with the requirements established in the project plan, a formal meeting with the donor is scheduled for the approval of the deliverable. During this session, the PM presents the deliverable to the Project Sponsor/Donor for formal acceptance. The donor acknowledges the deliverable by signing a project deliverable acceptance document, ensuring that project work consistently adheres to the project scope throughout its lifespan.

4.2.7 Scope Control

The Project Manager (PM) and the project team collaborate to control the scope of the project. The team utilizes the WBS Dictionary as a guide for each WBS element, ensuring that they adhere to the defined scope of work and produce the specified deliverables. The PM oversees the project team and the project sequence to ensure strict compliance with the scope control process.

If a change to the project scope is necessary, the process for proposing changes to the scope must be followed. Any project team member can initiate a request for a change in the project scope, and all change requests must be submitted to the PM in the form of a project

change request file. The PM and the team then evaluate the proposed change to the project scope, and the PM, based on her discretion, has the authority to approve or deny the request. If approved, the PM officially submits the change request file to the donor. Upon the donor's approval of the scope change, the PM and the team will then revise all project-related documents accordingly.

4.3 Schedule Management Plan

4.3.1 Schedule Management Plan for the Social Enterprise Initiative

The Project Schedule Management Plan, commonly known as the project schedule, outlines the timeline for implementing the project. This schedule is pivotal to the project as it provides both the project sponsor and the team with a more comprehensive understanding of the project's status at any given moment. The primary objective is to outline the methodology the team will employ in developing the Schedule Management Plan. Additionally, it outlines how the team will assess and monitor the original schedule and any modifications made to the timeline once the project is underway. This involves identifying, examining, documenting, prioritizing, approving/rejecting, and communicating all schedule-related changes. The primary responsibility for overseeing this plan rests with the Project Manager.

4.3.2 Schedule Management Approach

The schedule management plan will be created using information from similar past projects as well as knowledge and experience within the project area. The activities required for project execution will be identified based on the lessons learned from previous

projects. This process will involve aligning these activities with the work packages specified in the Work Breakdown Structure (WBS). Subsequently the activities will be sequenced, and the durations estimated. Upon the completion of these tasks, the project schedule will be established using Microsoft Project.

4.3.3 Define Activities

Expert judgment and insights from previous projects were utilized to define the activities. Moreover, detailed information about predecessors and successors was provided to gain a complete understanding of the interdependencies among the activities.

Chart 9 Activity List (Source: S.Shaw, 2023)

Activity List			Activity Attributes		
Activity ID	Activity Name	Description Activity	Predecessor Activity IDs	Successor Activity IDs	Resources
1.1.1	Project Charter	Documentation needed to design plan for the social enterprise initiative.			
1.1.2	Scope Management Plan	Documentation clearly outlining all the work required to facilitate the project's success.	1.1.1	1.1.3	Ms Visio

Activity List			Activity Attributes		
Activity ID	Activity Name	Description Activity	Predecessor Activity IDs	Successor Activity IDs	Resources
1.1.3	Schedule Management Plan	Documentation of methodology that will be applied for timely completion of each project activity.	1.1.2	1.1.4	Ms Projects
1.1.4	Cost Management Plan	Documentation that facilitates the effective management of project funds, ensuring the project is completed within the allocated budget.	1.1.3	1.1.5	QuickBooks Software
1.1.5	Quality Management Plan	Documentation needed to manage the processes related to the project's quality.	1.1.4	1.1.6	
1.1.6	Resource Management Plan	Documentation of the necessary resources for the project and establishes strategies their management.	1.1.5	1.1.7	
1.1.7	Communication Management Plan	Documentation required for planning the	1.1.6	1.1.8	

Activity List			Activity Attributes		
Activity ID	Activity Name	Description Activity	Predecessor Activity IDs	Successor Activity IDs	Resources
		distribution of project updates			
1.1.8	Risk Management Plan	Processes of managing the project risks	1.1.7	1.1.9	Project schedule, Project charter
1.1.9	Procurement Management Plan	Documentation required for acquiring all supplies and equipment for the project.	1.1.8	1.1.10	List of vendors/suppliers List of required resources
1.1.10	Stakeholder Management Plan	Documentation required to outline all pertinent stakeholders, whether their involvement is direct or indirect.	1.1.9	1.1.11	Stakeholder Matrix
1.1.11	Sustainable Management Plan	Documentation necessary to delineate the sustainability aspects of the project.	1.1.10	1.2.1	
1.2.1	Meeting with project sponsor	Meeting with board to discuss implementation of activities.	1.1.11	1.2.2	Project charter
1.2.2	Clearing of land	Preparation of land to initiate construction.	1.2.1	1.2.3	
1.2.3	Materials and tools acquisition	Procurement of the necessary materials and	1.2.2	1.2.4	Request for quotations,

Activity List			Activity Attributes		
Activity ID	Activity Name	Description Activity	Predecessor Activity IDs	Successor Activity IDs	Resources
		tools for the project.			Evaluation template
1.2.4	Fencing	Fencing property for social enterprise initiative	1.2.3	1.3.1	laborers
1.3.1	Foundation and masonry work	Construction of the foundation for the chicken house.	1.2.4	1.3.2	Cement, block Construction site workers
1.3.2	Vertical structure	Erection of chicken house	1.3.1	1.3.3	Bamboo, Chicken wire, nails
1.3.3	Roof Construction	Building	1.3.2	1.3.4	Zinc paneling, bamboo
1.3.4	Installation of fixtures	Setting up of chicken house and installing water tank.	1.3.3	1.4.1	waterers, nest boxes, feeders, and solar lighting, water tank, pipe, gutter
1.4.1	Procurement of breeding stock, feed, vitamins	Selection of first generation cross bred hens and pure generation cocks. Selection of medication and veterinary expenses.	1.3.4	1.4.2	Request for quotations, evaluation template
1.4.2	Community Awareness	Marketing of social enterprise.	1.4.1	1.4.3	Social media and

Activity List			Activity Attributes		
Activity ID	Activity Name	Description Activity	Predecessor Activity IDs	Successor Activity IDs	Resources
					traditional media
1.4.3	Sale of eggs	Selling the product	1.4.2	1.4.4	Egg cartons
1.4.4	Closure Meeting	Meeting with the project sponsor.			Sign off an approval of all deliverables

4.3.4 Sequence Activities

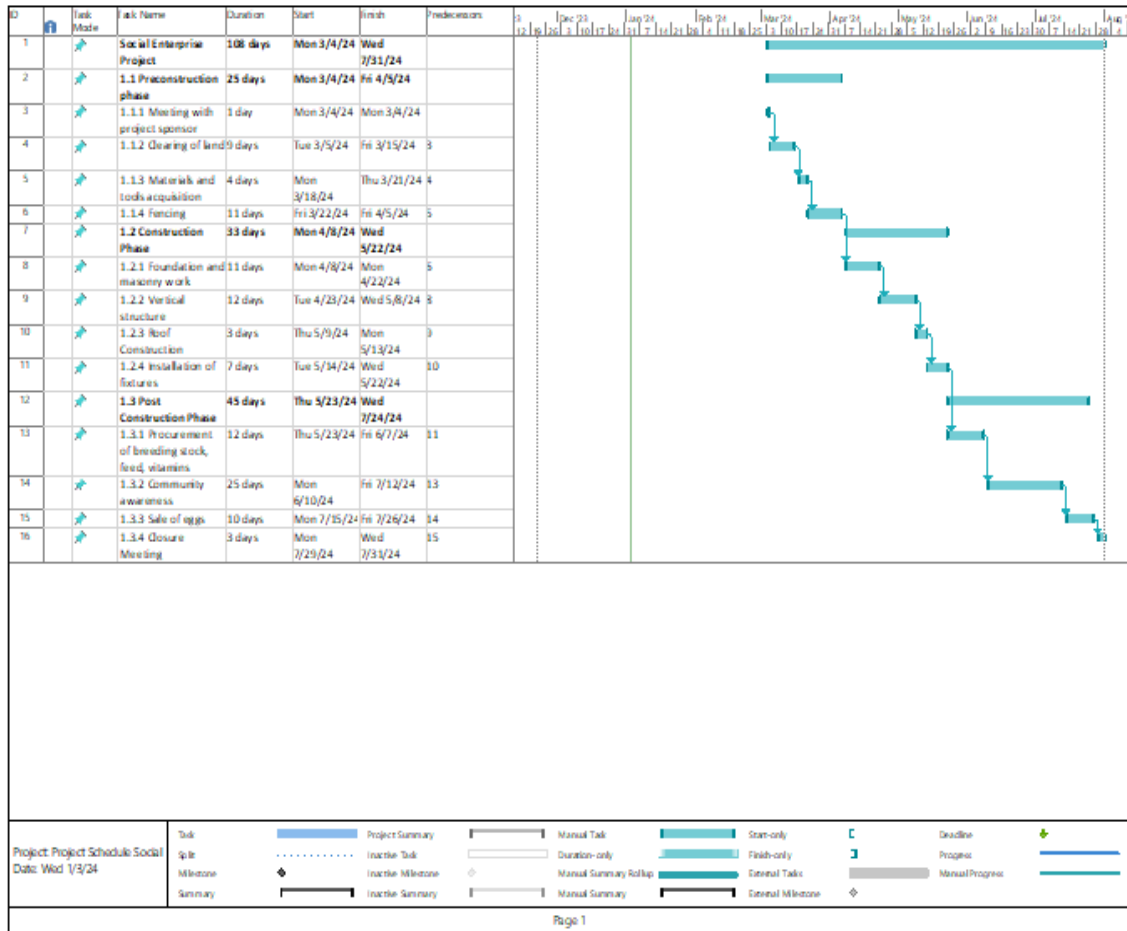
During this stage, the activities were arranged in their respective order based on the established relationships between them.

4.3.5 Estimate Activities

The estimation of durations for this Social Enterprise Initiative will be conducted by employing a combination of expert judgment and historical data. Determinations are made based on the extent of similarity between projects, taking into account factors such as size and scope. Decisions are then reached considering these and other variables to determine whether specific tasks would necessitate more or less time for completion.

4.3.6 Develop Activities

Figure 7: Project Schedule (Source: S.Shaw, 2023)



4.3.7 Project Schedule Changes

If a project team member determines that a schedule adjustment is necessary, the project manager (PM) and the rest of the team will convene to scrutinize and assess the proposed modification. The project manager and team must identify the activities that will be impacted, assess variances resulting from the anticipated change, and explore alternative activities to understand the potential impact on scope, schedule, and resources. Once the

evaluation is completed, if the project manager determines that the change exceeds the predetermined boundary conditions, a schedule change request must be proposed.

Submission of the schedule change request to the Project Sponsor (donor) for approval is a necessary step in this process.

After the assessment and approval of the change request, the responsibility falls on the project manager to modify the schedule and communicate all modifications along with their respective consequences to the project team and relevant stakeholders. Additionally, the project manager will ensure that all change requests are accurately documented for both present and future reference.

4.4 Cost Management Plan

4.4.1 Cost Management Plan for the Social Enterprise Initiative

The Cost Management Plan serves as the tool for monitoring and communicating the planned and actual costs throughout the project's duration. The primary responsibility for managing this plan rests with the Project Manager (PM). The PM will regularly send monthly financial reports to the Project Sponsor (donor), providing updates and evaluations of the cost performance of project activities. In these progress update sessions, detailed explanations of the cost performance from the previous month will be presented.

Performance assessment will utilize earned value management or other relevant metrics.

The PM is tasked with addressing any cost deviations and presenting the Project Sponsor with options for maintaining the project's financial performance and schedule.

4.4.2 Estimate Cost

The project's expenses will be estimated and managed based on the second level of the Work Breakdown Structure (WBS). Control Accounts (CA) will be established at this WBS level to oversee costs. Earned value calculations for the CA will be employed to manage the project's financial performance. Work package-level credit will be assigned for earned value analysis, with the percentage or amount of credit determined for each work package based on the work completed during a specific timeframe compared to the total cost of completing the entire package. Costs may be rounded up to the nearest dollar, and work hours will be rounded up to the next full hour.

Cost variances within $\pm 5\%$ in the cost and schedule performance indices will result in a change to a "cautionary" status. Consequently, these values will be adjusted to yellow in the project's status reports. Cost variances within $\pm 10\%$ in the cost and schedule performance indices will shift the status to an "alert" stage, highlighting these values in red in the status reports. This will prompt corrective action from the Project Manager to bring the cost and schedule performance indices below the alert level. Corrective actions may necessitate a project change order and must undergo review and approval by the Project Sponsor before being included in the project's scope.

4.4.3 Measuring Project Costs

Project performance will be assessed through Earned Value Management. The cost performance of the project will be measured using the following earned value metrics:

- Schedule Variance (SV)

- Cost Variance (CV)
- Schedule Performance Variance (SPI)
- Cost Performance Index (CPI)

If the Schedule Performance and Cost Performance Indices have a variance of between 0.1 and 0.2 the PM must inform the reason for the exception. If the SPI and CPI have a variance of greater than 0.2 the PM must report the reason for the exception and offer management a comprehensive corrective plan to return the performance of the project back to appropriate levels. Refer to performance measures in Chart 10 below.

Chart 10 Performance Measures (Source: S.Shaw, 2023)

Indicator	Yellow	Red
Schedule Performance Index (SPI)	Between 0.9-0.8 or 1.1-1.2	Less than 0.8 or Greater than 1.2
Cost Performance Index (CPI)	Between 0.9-0.8 or 1.1-1.2	Less than 0.8 or Greater than 1.2

4.4.4 Reporting Format

The Monthly project status report will include a dedicated section for cost management. This section, labeled "Cost Management," will encompass the earned value metrics outlined in the preceding segment. Any cost variances exceeding the thresholds specified in the Cost Management Plan will be reported, along with pre-planned corrective actions. Additionally, this report will acknowledge and monitor Change Requests triggered by project cost overruns.

4.4.5 Cost Variance Response Process

The Control Threshold for this project is a CPI or SPI less than 0.8 or greater than 1.2. If the project encounters any of these Control Thresholds, a Cost Variance Corrective Action Plan will be initiated. Within five business days of detecting the cost variance, the Project Manager (PM) will present potential corrective options to the Project Sponsor (donor) and other key stakeholders. After the Project Sponsor selects a corrective action, the proper Cost Variance Corrective Action Plan will be fully implemented within three business days. This plan will outline the actions required to bring the project back within acceptable budget parameters and specify the method for measuring the success of these actions. Once the Cost Variance Corrective Action Plan is accepted, it will be incorporated into the project plan, and the project documentation will be updated to reflect the implemented corrective actions.

4.4.6 Cost Change Control Process

The procedure for managing changes in costs will align with the specified project change request process. Authorization for any adjustments to the overall project budget must be granted by the Project Sponsor. The budget for this project is outlined in Chart 11.

Chart 11 Project Budget (Source: S.Shaw, 2023)

WBS Code	Element Name	Units	Cost (USD)
1.1	Project Management		\$5500
1.1.1	Project Charter	Hours	\$500
1.1.2	Scope Management	Hours	\$500
1.1.3	Schedule Management	Hours	\$500

WBS Code	Element Name	Units	Cost (USD)
1.1.4	Cost Management	Hours	\$500
1.1.5	Quality Management	Hours	\$500
1.1.6	Resource Management	Hours	\$500
1.1.7	Communication Management	Hours	\$500
1.1.8	Risk Management	Hours	\$500
1.1.9	Procurement Management	Hours	\$500
1.1.10	Stakeholder Management	Hours	\$500
1.1.11	Sustainable Management	Hours	\$500
1.2	Pre-construction Phase		\$10000
1.2.1	Meeting with project sponsor	Hours	\$100
1.2.2	Clearing of land	Meter square	\$800
1.2.3	Materials and tools acquisition	Lump sum	\$8000
1.2.4	Fencing	Meters	\$100
1.3	Construction Phase		\$5500
1.3.1	Foundation and masonry work	Meter cube	\$2000
1.3.2	Vertical structure	Meter square	\$1000
1.3.3	Roof Construction	Meter square	\$1500
1.3.4	Installation of fixtures	Lump sum	\$1000
1.4	Post construction phase		\$11500
1.4.1	Procurement of breeding stock, feed, vitamins,	Lump sum	\$7500
1.4.2	Community Awareness	Slot	\$3000
1.4.3	Sale of eggs	Dozen	\$500
1.4.4	Closure Meeting	Lump sum	\$500
	TOTAL		\$ 32500
	Contingency Reserve (10%)		3250
	Management Reserve (5%)		1625
	GRAND TOTAL		\$37,375

4.5 Quality Management Plan

4.5.1 Quality Management for the Social Enterprise Initiative

The Quality Management Plan is employed to strategically ensure the integration of quality into both processes and the ultimate deliverable. Multiple project inputs will support the effective implementation of this plan. The purpose of this plan is to emphasize the deliberate nature of quality, articulate the methods by which quality will be attained, delineate tasks for quality assurance/control, and establish acceptable quality standards to for the poultry farm that meets or exceeds industry standards, while promoting sustainability and environmental responsibility. The responsibility for overseeing the execution of this plan falls to the Project Manager.

4.5.2 Quality Management Approach

In the implementation of the Stg. Building Bridges Social Enterprise Initiative, a comprehensive quality management approach will be implemented to ensure the achievement of quality objectives. The project will integrate quality standards, metrics, and continuous improvement strategies, ensuring the successful establishment of a high-quality poultry farm dedicated to egg production. Project quality standards will be in alignment with the organization's defined benchmarks for the operation of this type of farm.

Quality metrics, as outlined by the project manager and relevant stakeholders, will be utilized to measure and monitor quality throughout the project's life cycle. The establishment of open channels for suggestions on quality improvement will allow any team member to contribute ideas. Each proposal will undergo a thorough review to assess its impact on the project budget and existing processes. Accepted recommendations will

prompt the project manager to update all project documentation to incorporate the approved quality improvements.

This approach will cover both processes and the final deliverable, emphasizing the definition of quality standards, continuous assessment, and improvement throughout the project's life cycle. The project manager, collaborating with key stakeholders, will identify and document all pertinent quality standards for both processes and the final deliverable.

4.5.3 Quality Standards

Quality process

To uphold stringent standards in the development and implementation of the Stg. Building Brides Saving Lives Initiative, the Project Manager will establish process quality standards grounded in best practices for poultry farm development. These standards will cover various facets, including housing and infrastructure, equipment installation biosecurity, waste management, emergency preparedness, and sustainable practices. The Project Manager will disseminate these standards to the Project team, ensuring uniform compliance, and any deviations will prompt corrective actions. Regular assessments of process quality activities will be conducted and communicated to pertinent stakeholders.

Quality Product

The oversight of product quality at the poultry farm will be led by the Project Manager, who will align procedures with industry standards, with a specific focus on size and weight, and shell quality of eggs. Working collaboratively with the Quality Assurance (QA) Analyst, the Project Manager is committed to ensuring that its products consistently

meet the highest standards in safety, quality, and nutritional value. The Project Manager will closely monitor the size and weight of eggs, emphasizing compliance with predefined specifications to meet market expectations. Simultaneously, the QA Analyst will scrutinize shell quality, implementing advanced quality control measures for eggs with robust and intact shells, ensuring both consumer satisfaction and product integrity.

Furthermore, the Project Manager and Quality Assurance Analyst will evaluate any product-specific quality activities identified during implementation. Approved modifications to product quality standards will be documented, communicated to stakeholders, and integrated into the Project Management Plan through the change management process.

4.5.4 Quality Assurance

Stg. Building Bridges Saving lives poultry farm's commitment to quality assurance in egg production is led by a comprehensive approach aimed at ensuring the highest standards of safety, nutrition, and overall quality. Under the guidance of the Project Manager, stringent measures will be implemented throughout the production process. Regular assessments will be conducted to verify the correct implementation and execution of key processes, with a particular focus on structural construction, biosecurity protocols, health monitoring, and egg production and handling. The farm's project team actively engages in day-to-day quality management, conducting internal audits weekly, monitoring performance metrics, and assessing overall effectiveness against established standards. Immediate corrective actions Will be taken for any identified areas of improvement under the guidance of the Project Manager.

Annual external audits will be scheduled to provide an independent evaluation of quality management practices and regulatory compliance. Results from these reviews will contribute to continuous improvement, ensuring that the farm's commitment to excellence in egg production is upheld and communicated to all stakeholders. This dedication to process improvement is integral to Stg. Building Bridges Saving Lives Poultry Farm's Quality Assurance Framework.

4.5.5 Quality Control

The quality control methodology for egg production at Stg Building Bridges Saving Lives Poultry Farm centers on the systematic identification and correction of any discrepancies encountered during the production process. This proactive approach will ensure the consistent delivery of eggs meeting the highest standards of safety, nutrition, and overall quality, aligning with customer expectations. Under the guidance of the project manager, continuous monitoring will be conducted at various stages of the production process. Checklists and inspection forms will be employed to meticulously document findings and identify any instances of non-conformities, with a focus on key aspects such as biosecurity protocols, health monitoring, and feed management. Quality control metrics, including egg collection and handling procedures, will serve as key indicators to assess performance and validate that the poultry farm's egg production outputs fulfill their intended purposes. This proactive approach to quality control will be integral to the farm's commitment to excellence, ensuring the ongoing integrity and completeness of its egg production processes.

Chart 12 Quality Control Metrics (Source: S. Shaw, 2023)

Metric	Objective	Measurement Method	Frequency	Acceptance Criteria	Corrective Actions
Eggshell Strength Index (ESI)	Assess eggshell quality	Measure eggshell thickness (mm)	Weekly/Biweekly	Thickness: Within specified range	Investigate and address causes of thin shells
		Weigh eggshells (grams)		Weight: Within specified range	Adjust nutrition or environmental factors
		Calculate eggshell density (g/cm ³)		Density: Within specified range	
Housing and Infrastructure	Ensure optimal living conditions for hens	Visual inspection of facilities	Monthly	No signs of damage, proper ventilation, cleanliness	Repair and maintenance as needed
		Monitoring temperature and humidity		Temperature and humidity within range	Adjust climate control systems
Equipment Installation	Maintain proper functioning of equipment	Regular inspection of egg collection and handling equipment	Weekly	No damage, proper alignment, and cleanliness	Repair or replace damaged components
Biosecurity	Prevent disease introduction	Implementation of biosecurity measures	Ongoing	Adherence to biosecurity protocols	Isolate and treat affected birds
		Regular health checks for the flock		No signs of disease	Quarantine and seek veterinary assistance

Metric	Objective	Measurement Method	Frequency	Acceptance Criteria	Corrective Actions
Waste Management	Ensure proper waste handling	Inspection of waste disposal areas	Bi-weekly	Proper containment, no signs of contamination	Improve waste disposal practices
Emergency Preparedness	Preparedness for unforeseen events	Review and update emergency plans	Annually	Up-to-date emergency plans	Conduct drills, update plans as necessary
		Availability of emergency resources		Adequate resources in place	Replenish or acquire necessary resources
Sustainable Practices	Implement environmentally friendly practices	Monitoring resource usage and waste production	Monthly	Compliance with sustainable practices guidelines	Adopt more sustainable practices as necessary
		Adoption of energy-efficient technologies		Utilization of energy-efficient equipment and technologies	Upgrade to energy-efficient alternatives
Product Standards: Size and Weight	Monitor and maintain egg size and weight	Regular weighing of eggs	Daily	Eggs within specified weight range	Adjust feed or address health concerns
		Grading of eggs based on size and weight		Eggs meet grading criteria	Adjust feed or address health concerns

The following chart below will be developed and utilized by the project team in quality control and will be kept as supporting documentation for the project's approval.

Chart 13 Quality Control Log (Source: S.Shaw, 2023)

Deliverable #1	Date	Item Measured	Expected Results	Actual Results	Passed (Y/N)	Recommendation	Date resolved

4.6 Resource Management Plan

4.6.1 Resource Management for the Social Enterprise Initiative

The Resource Management Plan serves as a tool to oversee and manage the activities related to project resources throughout the project's life cycle until completion. These resources encompass both human and material aspects utilized in the project. Components of the plan include defining staff roles and responsibilities, creating organizational charts, outlining staff management plans, and specifying the materials to be used. The primary objective of this plan is to ensure the successful conclusion of the project by verifying that the necessary resources, both human and otherwise, are secured with the required skills. If deficiencies are identified, the plan aims to acquire or enhance resources appropriately through upskilling. Additionally, team-enhancing approaches are formulated to address any breaches in competencies, and the plan oversees the successful implementation of team activities. The primary responsibility for overseeing this plan lies with the Project Manager (PM).

4.6.2 Roles and Responsibilities

The successful completion of the Social Enterprise Initiative relies significantly on the roles and responsibilities assigned to the project team. It is crucial that each member of the project team is fully aware of their specific roles and responsibilities to ensure the efficient execution of their tasks within the project. The following outlines the roles and responsibilities of the project team members for this project:

Chart 14 Roles and Responsibilities (Source: S.Shaw, 2023)

Project roles	Responsibilities
Project Manager	Ensuring the overall success of the project. Authorizing and approving all project expenditures. Approving work activities to ensure they meet established acceptability criteria and fall within acceptable variances. Reporting on project status in adherence to the communications management plan. Evaluating the performance of all project team members. Recruiting resources for the project based on skillsets. Acquiring necessary material resources.
Project Assistant /Financial Assitant	Procurement of materials for the establishment of the poultry farm. Facilitate communication between different project stakeholders, including team members, suppliers, and other relevant parties. Maintain project documentation, including contracts, schedules, and project plans.
Quality Assurance Analyst	Conduct regular inspections of egg production facilities to ensure compliance with quality and safety standards. Develop and enforce quality control standards for egg production.

Project roles	Responsibilities
	<p>Ensure adherence to regulatory requirements and industry best practices.</p> <p>Conduct internal audits of production processes to identify and address any deviations from quality standards.</p> <p>Ensure that the poultry farm complies with all relevant food safety and quality regulations.</p>
Marketing Officer	<p>Develop engaging and informative content to highlight the nutritional benefits of the eggs, the farm's commitment to quality, and any unique aspects of its production methods.</p> <p>Plan and execute promotional campaigns to boost sales.</p> <p>Manage the farm's public image by handling media relations, responding to inquiries, and addressing any issues or crises that may arise.</p>
Subcontractor	<p>Construct poultry house.</p> <p>Ensure proper functioning and efficiency of all installed equipment.</p> <p>Implement biosecurity protocols to prevent the introduction and spread of diseases.</p> <p>Ensure proper ventilation, lighting, and temperature control in the housing units.</p>
Labourers for construction of poultry farm	<p>Clear land</p> <p>Carry out various construction tasks, such as excavation, foundation work, framing, and roofing.</p> <p>Assist with the installation of equipment.</p>

Project roles	Responsibilities
Farm workers	Provide proper nutrition by feeding hens with balanced and appropriate feed. Ensure a constant and clean water supply. Collect eggs regularly and handle them with care to prevent breakage. Sort and grade eggs according to size and quality standards. Keep the poultry house clean by regularly removing litter and waste. Selling of eggs.

4.6.3 Project Organization Charts

The following shows the RACI Chart for Stg Building Bridges Saving Lives Social Enterprise Initiative which consists of establishing a poultry farm that is dedicated to egg production.

Chart 15 RACI Chart (Source: S. Shaw, 2023)

Activity	Project Manager	Project Assistant	Marketing Manager	QA Analyst	Subcontractor	Labourers	Farm Workers
Initiation of project/kickoff	A	R	C	I			
Clearing of land	A	R			C	R	
Procurement of construction material	A	C		I			
Fencing	A			I	C	R	
Construction of foundation	A			I	C	R	
Erection of poultry house	A			I	C	R	
Roof Construction	A			I	C	R	
Installation of fixtures (waterers, nest boxes, water tank etc.)	A			I	C	R	
Procurement and selection of breeding stock, hatchery equipment, seeds, feed/vitamins, and merchandising material	A	C	A	I			
Community awareness/marketing			R	C			
Sale of eggs			A	C			R
Closeout meeting with the donor	A	R		I			

Key:

- R = Responsible (The person who performs the task).
- A = Accountable (The person who is ultimately answerable for the task).
- C = Consulted (People who need to give input before the task can be completed).
- I = Informed (People who need to be kept in the loop about the task).

4.6.4 Staffing Management

The majority of the project's personnel comprise internal staff; nonetheless, recruitment will include a subcontractor and laborers for the construction of the hen house at the poultry farm. Following the establishment of the farm, the organization plans to hire dedicated workers specifically for the care of the chickens. These individuals will be selected from the population served by the organization, including Spanish-speaking individuals and Haitian migrants.

Prior to commencing any project-related activities, all resources are required to sign a contract/agreement with the organization. The project staff will be stationed at the Stg. Building Bridges Saving Lives office building, while the farm workers will operate on the site adjacent to the office for the construction of the poultry farm.

4.6.5 Training

The project team will not receive formal training. The donor's requirements were communicated to the subcontractor and laborer through discussions. The selection of these

individuals was made based on their competencies and recommendations from our partners and clients of the organization.

4.6.6 Performance Reviews

The Project Manager will evaluate the overall performance of all project team members. The in-house project team will be under the direct supervision of the Project Manager. Specifically, concerning those individuals working on establishing the farm, the Project Manager will delegate the responsibility to the subcontractor.

The Project Manager will communicate the work expectations to the subcontractor, who will then oversee the performance of the farm workers throughout the project. The subcontractor will assess the team members' performance in completing their assigned tasks. At the end of every month, a meeting will be conducted by the Project Manager with the subcontractor to obtain insights into work performance, facilitating constructive feedback on the farm workers' overall performance.

4.6.7 Physical Resources

In conjunction with the human resources allocated for the establishment of the Social Enterprise, various materials and equipment will be deployed to ensure the project's successful completion. The selection emphasizes environmentally friendly materials, including bamboo, blocks, chicken wire, sand, cement, solar-powered lamps, corrugated zinc panels, a water tank, and wire fencing. After construction, the poultry house will also

be equipped with water dispensers, feeders, incubators, hatchers, and nest boxes to facilitate optimal conditions for poultry care and management.

4.7 Communication Management Plan

4.7.1 Communication Management Introduction

The Communication Management Plan will detail the procedures for facilitating information exchange and communication among stakeholders to ensure efficient project coordination. Given the unique characteristics of each project, it is essential to identify the diverse stakeholders involved. Consequently, a thorough understanding of their identities, the specific information that holds significance for them, and the methods through which it will be disseminated becomes paramount for effective project management.

4.7.2 Audiences

- The Board of Directors for Stg. Building Bridges Saving Lives.
- Project Sponsor/Donor: Caribbean Vulnerable Communities Coalition
- Subcontractor
- Suppliers
- Potential customers

4.7.3 Communication Delivery Methods and Technologies

During the project, the primary communication methods will encompass face-to-face interactions through both formal and informal meetings, written correspondence via letters and emails, as well as verbal communication through telephone and Zoom calls. Additionally, the

Marketing Manager will utilize social media platforms as well as traditional media to provide education about the poultry farm and to market the eggs to potential clients.

4.7.4 Communication Escalation Process

The escalation process will serve as a mechanism to identify and address bottlenecks that might impede project progress, facilitating the swift and effective resolution of issues.

Chart 16 Escalation Chart (Source: S. Shaw, 2023)

Role	Triggers When
Project Manager	Delays in approvals Delays with required documents
Board of Directors	Delayed response from contractor
Project Sponsor/Donor	Untimely project updates
Subcontractor	Approvals from oversight to proceed

4.7.5 Monitor Communication

To ensure the efficacy of communication throughout the project, there will be ongoing observations, regular meetings, and open dialogues with stakeholders. This proactive approach is designed to ensure the satisfaction of all parties involved and provides a platform for stakeholders to voice any concerns they may have.

Chart 17 Communication Matrix (Source: S.Shaw, 2023)

Communication	Purpose	Medium	Frequency	Owner	Audience
Kick off meeting	Introduce the project	Meeting	Once (at the beginning of the project)	Project Manager	Project Manager, Project Team Sponsor

Communication	Purpose	Medium	Frequency	Owner	Audience
Project team meetings	Coordination of activities	Meeting	Bi-weekly (every two weeks)	Project Manager	Project Manager, Project Team
Monthly project status meetings	Update on project status	Meeting	Monthly	Executive Director	Project Manager, Project Team, Subcontractor
Project status reports	Update on the progress project	Email	Monthly	Project Manager	Project Sponsors, Stakeholders
Request for information	Request project information	Email	As needed	Project Manager	Project Team, Project Sponsor

4.8 Risk Management Plan

4.8.1 Risk Management Introduction

Risks are events or conditions marked by uncertainty, and if they materialize, they can either positively or negatively impact a project's objectives. Each project possesses distinct characteristics that influence the level of risk, encompassing project complexity, uniqueness, assumptions, constraints, individuals involved, stakeholder requirements, changes, and the environment. As a result, the management of these risks is crucial.

According to the Project Management Institute (PMI), the goals of project risk management are to enhance the likelihood and/or impact of positive risks and to diminish the likelihood and/or impact of negative risks, with the aim of optimizing the chances of project success.

4.8.2 Risk Management Approach

Risk Identification

Initially, risks are discussed and categorized in the project charter stage of the project life cycle. Subsequently, as additional management plans are developed, a comprehensive risk register will be formulated. During the risk identification phase, the project team will assess the risk register to add or remove risks that may or may no longer be relevant to the project. The project manager is responsible for creating and implementing the risk register. The primary risk categories pertinent to this project include environmental, financial, resource, market and quality risks.

Figure 8 Risk Breakdown Structure (Source: S.Shaw)



4.8.3 Risk Qualitative and Quantitative Analysis and Prioritization

The impact and probability of risks will be evaluated using a probability impact matrix during qualitative risk analysis with a probability and impact factor assigned to each risk. Subsequently, a response plan will be devised for all identified risks that exhibit any impact on the project, whether it is positive or detrimental. The risk probability impact scale for the project is as follows:

Probability of Risk:

Low (L): The probability of the risk materializing is low.

Medium (M): There is a moderate likelihood of the risk occurring.

High (H): The risk is expected to occur with a high probability.

Impact of Risk:

Low (L): The consequences associated with the risk are minor, exerting limited influence on the project's objectives.

Medium (M): The risk could lead to substantial disruptions or moderate adverse effects.

High (H): The risk poses severe repercussions, potentially resulting in project failure or significant damage.

4.8.4 Risk Monitoring

The project manager (PM) will oversee the status of risks by accessing data collected throughout the project and cross-referencing it with the risk register and risk analysis summary. Risks with the potential for the most significant impact will be closely monitored to effectively limit risk exposure. Continuous risk monitoring will be an ongoing process, acknowledging the potential emergence of unforeseen risks. The risk register will be updated on a weekly basis if necessary, and pertinent information will be shared with the relevant team members during project status meetings. Additionally, this information will be communicated to the donor through the monthly reports. Ad hoc meetings may be called as necessary, with the PM taking charge of deciding when to implement a risk response.

4.8.5 Risk Register

As previously indicated, Stg. Building Bridges Saving Lives has identified the following risk categories applicable to this project: environmental, financial, resource, market and quality. Furthermore, the risks are presented in order of importance and their potential impact.

Chart 18 Risk Register (Source: S. Shaw, 2023)

Risk ID	Category	Risk Description	Probability	Impact	Probable Cause	Risk Mitigation Strategy
1.1.1	Environmental Risk	Weather fluctuations impacting project timelines	High	Moderate	Seasonal changes or unexpected weather patterns	Monitor weather forecasts regularly; plan for contingencies
1.1.2	Environmental Risk	Natural disasters affecting project operations	Medium	High	Proximity to high-risk areas prone to disasters	Develop a robust disaster response and recovery plan
1.1.3	Environmental Risk	Unforeseen ecological consequences impacting project	Low	High	Lack of thorough environmental impact assessment	Conduct a comprehensive environmental impact assessment
1.2.1	Financial Risks	Funding uncertainties and potential delays	Medium	High	External economic factors; funding source volatility	Diversify funding sources; establish financial reserves
1.2.2	Financial Risks	Budget overrun due	High	High	Poor initial cost	Regularly review and

Risk ID	Category	Risk Description	Probability	Impact	Probable Cause	Risk Mitigation Strategy
		to unforeseen expenses			estimation; unforeseen expenses	update cost estimates; contingency planning
1.2.3	Financial Risks	Inflation affecting project costs	Medium	Moderate	Economic inflation trends; currency fluctuations	Use fixed-price contracts; hedge against currency risks
1.3.1	Resources Risks	Resource unavailability impacting project progress	High	High	Dependence on limited suppliers; market conditions	Identify alternative suppliers; maintain buffer stocks
1.3.2	Resources Risks	Procurement risks leading to delays in material supply	Medium	High	Poor supplier performance; logistics issues	Diversify suppliers; establish strong contractual agreements
1.4.1	Market Risks	Fluctuating egg prices affecting project economics	High	Moderate	Market demand-supply imbalances; external factors	Hedge against price fluctuations; explore fixed-price contracts
1.4.2	Market Risks	Economic downturn impacting project viability	Medium	High	Economic indicators; market uncertainties	Diversify project portfolio; conduct scenario planning
1.4.3	Market Risks	Unexpected shift in demand affecting	Low	High	Rapid changes in consumer preferences	Regularly monitor market trends;

Risk ID	Category	Risk Description	Probability	Impact	Probable Cause	Risk Mitigation Strategy
		project plans				maintain flexibility
1.5.1	Quality Risks	Quality issues impacting project deliverables	Medium	High	Inadequate quality control processes	Implement robust quality control processes; conduct regular audits
1.5.2	Quality Risks	Construction quality concerns affecting outcomes	High	High	Inadequate construction standards; poor workmanship	Implement strict quality standards; regular inspections

4.8.6 Risk Strategy and Responses

The risk strategy or response outlines the course of action to avoid, mitigate, or tackle risks “head on” to reduce the impact on the project. These strategies can be either proactive or reactive in nature. Some strategies include contingent responses, expert judgement, or reinforcement. With the project manager's direction, the project team will identify, plan, and assist in executing risk responses, as well as oversee data collection and storage management. By minimizing the impact of risks, the goal is to ensure the successful execution of the project within the specified timeframe.

4.9 Procurement Management Plan

4.9.1 Procurement Management Introduction

The Procurement Management Plan establishes the procurement framework for Stg Building Bridges Saving Lives Poultry Farm, providing guidance for the procurement of goods and services throughout its duration. It is a dynamic document that will be updated to reflect changing procurement needs. Ensuring transparency and cost-effectiveness in all purchases made by the project team is a paramount goal.

4.9.2 Procurement Management Approach

The procurement of services and materials is a crucial aspect for the establishment of the Social Enterprise for Stg. Building Bridges Saving Lives. Development. The Project Manager will have direct oversight of the procurement process, working closely with the Project/Financial Assistant. The project will involve procuring services through the development of terms of references (TORs) and contracts. Material acquisitions and labor contracts will be strategically scheduled to align with the project's timeline, ensuring optimal cash flow management. This collaborative approach is expected to play a vital role in enhancing the overall success and financial stability of the project.

4.9.3 Roles and Responsibilities

The successful execution of the procurement management process hinges on the careful assignment of distinct responsibilities to key stakeholders. Chart 18 delineates the roles and responsibilities crucial for contributing to the overall success of the project. Through the precise definition and allocation of these roles, the project team can proficiently oversee procurement activities, guaranteeing the timely acquisition of

necessary resources while adhering to project goals and objectives. This collaborative approach fosters accountability and ensures that each stakeholder comprehends their role in the process.

Chart 19 Procurement Roles and Responsibilities (Source: S. Shaw, 2023)

Role	Responsibility
Project Sponsor/Donor	Establishment of the framework and guidelines for procurement management. Resolve issues that may be escalated from the project manager. Offer guidance and support, as needed, to the project manager. Approval of Terms of Reference (TORs) and contracts.
Project Manager	Assignment of resources Development of Terms of Reference (TOR) Preparation of Request for proposals (RFP) Evaluation of proposals Vendor selection and awarding contracts Approval of payments
Project Assistant/Financial Assitant	Creation of contract documents Record keeping Payments

4.9.4 Procurement Definition

The bill of materials below outlines the services, materials and equipment needed for the establishment of Stg Building Bridges Saving Lives Poultry Farm.

Chart 20 Bill of Materials (Source: S.Shaw, 2023)

Item Number	Description	Quantity Estimate	Unit	Justification
Construction Material				
1	Chicken Wire	2000	Metres square	Fencing the property perimeter and constructing the frame
2	Blocks	500	Number	Construction of the foundation
3	Sand	5	Meter cube	Used in conjunction with cement for the foundation
4	Cement	20	Bags	Binding agent for construction projects
5	Straw Litter	500	Bales	Flooring material for the poultry house
6	Zinc Paneling	1500	Sheets	Roof construction for effective rainwater collection
7	2x4-inch Bamboo	2000	Length	Building the frame of the poultry house
Equipment				
8	Solar-Powered Lampas	10	Number	Lighting for the poultry house
9	Water Tank	1	Number	Efficient water supply to the poultry farm
10	Gutter	160	Meters	supply to the poultry farm
11	Pipes	230	Meters	
12	Waters	10	Number	Providing water to chickens
13	Feeders	20	Number	Equipment for feeding chickens

Item Number	Description	Quantity Estimate	Unit	Justification
14	Incubators	2	Number	Equipment for hatching eggs
15	Hatchers	2	Number	Equipment for hatching eggs
16	Nest Boxes	50	Number	Providing laying space for eggs
Other Necessary Items				
17	Medication	As specified by the veterinarian	-	Varied based on chicken conditions
18	Cartons for Eggs	1000 (estimated based on daily egg production)	Number	Packaging for eggs
17	Chicken feed	50	Bags	Feed for chicken
18	Indigenous Chickens	1000	Number	Livestock for egg production
Human Resources				
18	Project Team	As required	Persons	To execute Project activities
19	Subcontractor/Labourers/Farm workers		Persons	Construction of poultry house and take care of chickens

4.9.5 Procurement Terms of Reference and Contracts

As it relates to the procurement of services, a term of reference (TOR) will be developed specifically for the Subcontractor and Project Team. Once the selection process is completed, contracts will be signed with the chosen individuals ensuring alignment with the TOR. Fixed-price contracts will be utilized for this purpose. Fixed-price contracts are commonly utilized when the project requirements are clearly defined, and minimal changes in scope are anticipated. By utilizing TORs and appropriate contracts, the project can

establish clear expectations, and effectively manage the procurement of services required for the establishment of Stg. Building Bridges Saving Lives Social Enterprise.

4.9.6 Decision Criteria

During the project, vendors must adhere to the specified project specifications, which include the following criteria:

- Ability to deliver within specified timelines.
- Capability to provide material certificates upon request.
- Adherence to high-quality standards.
- Reasonable prices.

4.9.7 Procurement Change Control Process

The change control procedure will conform to the specified project change control process. In this protocol, change requests, accompanied by justifications, will undergo review. An assessment will be carried out to pinpoint potential impacts on the project. Following the assessment, communication of approval or rejection will take place, and records will be appropriately updated.

4.10. Stakeholder Management Plan

4.10.1 Stakeholder Management Introduction

The Stakeholder Management Plan is formulated to identify and categorize project stakeholders, assess their power, interest, and influence, and establish a communication

strategy for each stakeholder. This process streamlines the identification of key stakeholders, allowing for the collection of input during project planning and the cultivation of increased support as the project advances. Consequently, this contributes to project success by mitigating the risk of conflicting priorities and expanding available resources for project completion.

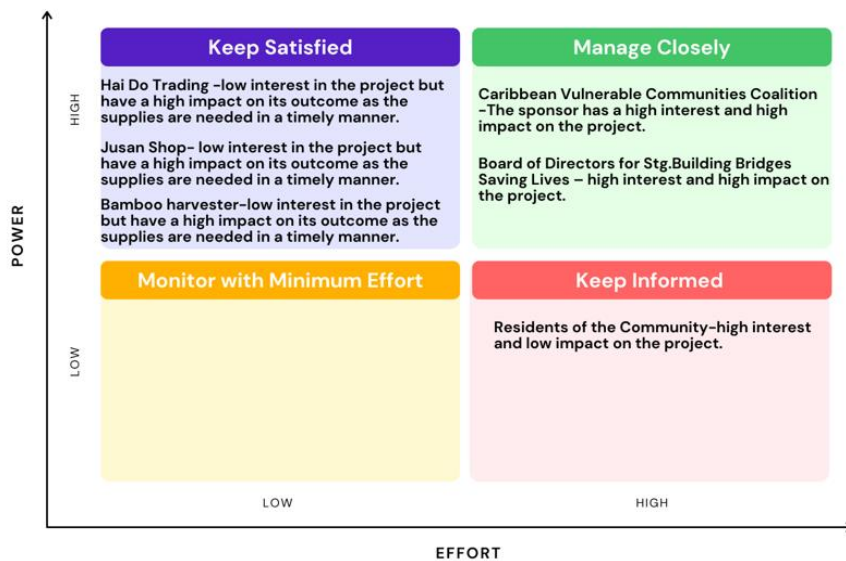
4.10.2 Stakeholder Identification

Chart 21 Stakeholder Register (Source: S.Shaw, 2023)

Project Name	Project Management Plan for the Implementation of Stg.Building Bridges Saving Lives Social Enterprise Initiative.					
Main Sponsor /Donor	Caribbean Vulnerable Communities Coalition					
ID	Stakeholders	Functional Areas	Roles-Responsibility	Main Expectations	Major Requirements	Impact (Low-High)
1	Caribbean Vulnerable Communities Coalition (CVC)	Sponsor/Donor	Financial support to Stg.Building Bridges Saving Lives	Technical Assistance for implementation of Project	Timely disbursement of funds	High
2	Board of Directors for Stg.Building Bridges Saving Lives	Oversight	Strategic decision-making, project oversight,	Achievement of project goals and impact on clients	Transparent communication,	High
3	Hai Do Trading	Supplier	Provide construction materials	Timely and quality supply of materials	Reliable delivery, quality materials	High

4	Local Bamboo Harvester	Supplier	Supply bamboo for construction	Time and quality supply of bamboo for construction	Reliable supply	High
5	Jusan Shop	Supplier	Provide construction equipment, chicken feed, etc.	Quality and timely delivery of equipment and supplies	Reliable supply, quality products	High
6	Residents of the Community	Potential Customers	Purchase eggs produced by the project	Access to affordable and quality eggs	Consistent egg availability, reasonable pricing	High

Figure 9 Stakeholders Power Interest Matrix (Source: S.Shaw, 2023)



4.10.3 Management Assessment Matrix

The Stakeholder Power/Interest Matrix served as input to create the Stakeholder Management Assessment Matrix. The objective is to assess the extent of Stakeholders' engagement, aiming to strategize ways to enhance their involvement and thereby improve project support. The existing level of engagement is indicated by "C," while the targeted level is represented by "D."

Chart 22 Stakeholder Assessment Matrix (Source: S. Shaw, 2023)

ID	Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
1	Caribbean Vulnerable Communities Coalition (CVC)					CD
2	Board of Directors for Stg. Building Bridges Saving Lives					CD
3	Hai Do Trading			C	D	
4	Local Bamboo Harvester			C	D	
5	Jusan Shop			C	D	
6	Residents of the Community				CD	

4.10.4 Stakeholder Engagement Matrix

After examining both the Power/Interest grid and the Stakeholder Management Assessment Matrix, it is possible to create the Stakeholder Engagement Matrix. This matrix

serves as a tool to offer guidance on the optimal methods of engagement for each Stakeholder.

Chart 23 Stakeholder Engagement Matrix (Source: S.Shaw, 2023)

ID		Stakeholder	Project Phase	Engagement Approach	Engagement Tools	Frequency
1		Caribbean Vulnerable Communities Coalition (CVC)	Planning, Implementation, Evaluation	Regular meetings	Project presentations	Vey Frequent
2		Board of Directors for Stg. Building Bridges Saving Lives	Planning, Implementation, Evaluation	Information Sharing and Budget discussions	Programmatic and Financial Reports	Very Frequent
3		Hai Do Trading	Implementation	Dialogue	Emails, WhatsApp, Letters	Frequent
4		Local Bamboo Harvester	Implementation	Dialogue	Emails, WhatsApp, Letters	Frequent
5		Jusan Shop	Implementation	Dialogue	Emails, WhatsApp, Letters	Frequent
6		Residentes of the community	Implementation	Public Awareness	Traditional and social media	Less frequent

4.11 Sustainable Development Plan

4.11.1 Sustainable Development Plan Introduction

This sustainable development plan outlines the approach, assigned roles and responsibilities, budgeting, and reporting procedures for Stg. Building Bridges Saving Lives Social Enterprise Initiative. This is crucial, as the incorporation of sustainability efforts should be undertaken proactively right from the project's initiation.

4.11.2 Sustainable Development Approach

The Stg Building Bridges Saving Lives Social Enterprise Initiative will establish a poultry farm dedicated to egg production. Key strategies will include constructing the poultry house with locally sourced bamboo, using solar-powered lamps for energy efficiency, implementing water harvesting for water efficiency, and adopting paperboard cartons for eco-friendly egg packaging. Indigenous chickens, adapted to challenging conditions, will be raised as part of the initiative's commitment to sustainable agriculture. These measures aim to ensure the resilience and long-term viability of the farming ecosystem. Through the use of paperboard cartons, known for their eco-friendliness, the initiative will emphasize environmentally conscious practices in its pursuit of sustainable egg production.

4.11.3 Roles and Responsibilities

Chart 24 Roles and Responsibilities (Source: S.Shaw, 2023)

Roles	Responsibilities
Project Manager	Develop and oversee the implementation of the sustainability plan for the poultry farm. Implement measures to enhance the long-term resilience of the farming ecosystem.
Project Assistant/Finance Assistant	Allocate funds specifically for sustainable initiatives within the project. Source eco-friendly materials for construction, aligning with the project's sustainability goals.
Quality Assurance Analyst	Establish and enforce sustainable quality control measures for the construction of poultry house and egg production.

Roles	Responsibilities
	Provide recommendations for improvements in sustainability practices.
Subcontractor	Incorporate sustainable construction practices.
Labourers	Implement sustainable construction practices and follow eco-friendly waste disposal methods
Marketing Officer	Develop a marketing strategy that highlights the project's commitment to sustainable egg production. Educate consumers about the environmental benefits of choosing eggs from a sustainable farm.
Farm Workers	Implement sustainable agriculture practices in the daily care and management of the farm.

4.11.4 Budget

The budget for Sustainability Management should include allocations for the development of sustainability documents and reports. Furthermore, it should include funds for conducting meetings with stakeholders to engage in dialogue and gather suggestions on impact response.

4.11.5 Key Performance Indicators

Chart 25 Key Performance Indicators (Source: S. Shaw, 2023)

P5 Domain	Lens	Category	Element	KPI	Metric
People	Lifespan	Human Rights	Gender	Employment opportunity	Number of males and

P5 Domain	Lens	Category	Element	KPI	Metric
				for both genders	females working on the project
People	Effectiveness	Society and Customer	Community Engagement	Community Participation Rate	Measure the percentage of residents actively engaged by content shared on traditional and social media
People	Lifespan	Society and Customer	Customer Health & Safety	Health & Safety Incidents	Track the number and severity of health and safety incidents reported by residents from consumption of eggs.
People	Effectiveness	Ethical Behaviour	Eco-friendly Farming Practices	Ethical Complaints and Resolutions	Track the number and nature of ethical complaints received and the effectiveness of their resolution processes.
People	Effectiveness	Labor Practices and Decent Work	Employment and Staffing	Skills Development and Training	Number of employees that have received training in sustainable

P5 Domain	Lens	Category	Element	KPI	Metric
					egg production practices
Planet	Lifespan	Transport	Local Procurement	Local material Sourcing	Percentage of construction materials sourced locally.
Planet	Servicing	Transport	Local Procurement	Supplier Collaboration	Percentage of project materials sourced from local suppliers.
Planet	Lifespan	Energy	Energy Consumption	Energy Efficiency of Appliances	Average energy consumption of appliances per resident, promoting efficiency.
Planet	Lifespan	Land, Air, and water	Water Consumption	Water Conservation	Monitoring water quality and ensuring responsible water usage.
Prosperity	Lifespan	Business Agility	Resiliency	Crisis Response Time	Weeks- Measure the time taken to respond to crises or unexpected events, such as natural disasters or economic downturns.

P5 Domain	Lens	Category	Element	KPI	Metric
Prosperity	Servicing	Project Feasibility	Financial Analysis	Return on Sustainable Investments	Measure the financial returns or cost savings resulting from investments in eco-friendly technologies and sustainable practices.
Prosperity	Lifespan	Project Feasibility	Financial Analysis	Project Budget Compliance	Monthly-Monitor the project's compliance with the allocated budget and cost controls over the entire lifespan to prevent cost overruns.
Prosperity	Servicing	Project Feasibility	Social Return on Investment	Social Value Added	Measure the social value added by the project to the organization, considering aspects such as the provision of more services to clients and sustainability of operational costs for Stg.Building

P5 Domain	Lens	Category	Element	KPI	Metric
					bridges Saving Lives.
Prosperity	Lifespan	Business Agility	Resiliency	Crisis Response Time	Weeks- Measure the time taken to respond to crises or unexpected events, such as natural disasters or economic downturns.

Chart 26 P5 Impact Analysis (People Impact) (Source: S.Shaw, 2023)

People Impacts	Initial Score	New Score	Change
Labor Practices and Decent Work	2.1	4.6	-2.5
Society and Customers	1.7	4.4	-2.7
Human Rights	2.5	4.7	-2.2
Ethical Behavior	1.8	3.9	-2.1
Overall People Score	4.3		

Chart 27 P5 Impact Analysis (Planet Impact) (Source: S. Shaw, 2023)

Planet Impacts	Initial Score	New Score
Transport	1.6	4.3
Energy	1.0	4.8
Land Air, and Water	1.8	4.8
Consumption	1.5	4.6
Overall Planet Score	4.6	

Chart 28 P5 Impact Analysis (Prosperity Impact) (Source: S.Shaw, 2023)

Prosperity Impacts	Initial Score	New Score	Change
Project Feasibility	3.3	4.4	-1.2
Business Agility	2	4	-2
Local Economic Impact	2.6	4.3	-1.8
Overall Prosperity Score	4.3		

5 CONCLUSIONS

This chapter provides a concise summary of the eleven project management plans, delineating their distinct objectives, accompanying resources, and conformity with project methodologies.

1. The Project Integration Plan was done through the creation of a Project Charter. The primary objective of the Project Charter was to formalize the project and specify all the details associated with the ultimate deliverable for the Project Manager. The Project Charter encompassed information about the project's background, objectives, assumptions, constraints, risks, schedule, and a summary of milestones, among other elements. This comprehensive approach ultimately led to the successful completion of the project.
2. The Scope Management plan ensured the achievement of the scope for Stg. Building Bridges Saving Lives Social Enterprise Initiative. It offered clarity to stakeholders to prevent scope creeps. Adhering to this plan played a crucial role in maintaining resource efficiency and significantly contributed to the successful realization of the initiative.
3. The Project Schedule Management Plan outlined the project implementation timeline, spanning from March 4, 2024, to July 31, 2024. This schedule provided the project sponsor and team with a more thorough understanding of the sequence and duration of project activities, as well as the ongoing status throughout the 5-month implementation period.
4. The Cost Management Plan offered a perspective on the financial dimension of the project throughout the 5-month implementation period. The anticipated cost for establishing the social enterprise is \$37,375 USD. This plan also detailed the procedures for addressing any deviations from the projected costs.

5. The Quality Management Plan was utilized to strategically incorporate quality into both processes and the final deliverable. The aim of this plan was to underscore the intentional nature of quality, articulate the methods employed to achieve it, outline tasks for quality assurance/control, and establish acceptable quality standards for the poultry farm that met or exceeded industry norms. This approach aimed to promote sustainability and environmental responsibility.
6. The Resource Management Plan functioned as a tool to supervise and control activities concerning project resources from initiation to completion. These resources encompassed both human and material aspects utilized within the project. The plan also detailed the selection and management of these resources.
7. The Communication Management Plan detailed the processes for enabling information exchange and communication among stakeholders. The key communication methods included face-to-face interactions through both formal and informal meetings, written correspondence via letters and emails, and verbal communication through telephone and Zoom calls. It was determined that St. Building Bridges Saving Lives would employ its social media platforms and traditional media for educating about the poultry farm and marketing eggs to potential clients.
8. The Risk Management Plan was devised to thoroughly identify project risks across all stages and to develop strategies aimed at minimizing potential negative impacts while maximizing potential positive impacts. The identified risk categories for this project encompass environmental, financial, resource, market, and quality aspects.

9. The Procurement Management Plan established the procurement framework for Stg Building Bridges Saving Lives Poultry Farm, providing guidance on the acquisition of goods and services throughout its duration. Regarding the procurement of services, a Term of Reference (TOR) was developed specifically for the Subcontractor and Project Team. Fixed-price contracts were also utilized for this project.
10. The formulation of the Stakeholder Management Plan aimed to identify and categorize project stakeholders, evaluate their power, interest, and influence, and establish a communication strategy for each stakeholder. As a result, this played a crucial role in enhancing project success by minimizing the risk of conflicting priorities and broadening the pool of resources available for project completion.
11. The Stakeholder Management Plan was developed to identify and categorize project stakeholders, assess their power, interest, and influence, and create a communication strategy tailored to each stakeholder. As a result, this played a pivotal role in enhancing project success by reducing the risk of conflicting priorities and expanding the pool of resources available for project completion.

6 RECOMMENDATIONS

The recommendations target enhancing project success by tackling essential elements such as monitoring, capacity building, standardizing documentation, community engagement, and risk management. By adopting these suggestions, the SBBSL project team can enhance their project management skills and establish a more robust and effective framework to address the dynamic challenges inherent in the organization's initiatives.

1. **Continuous Monitoring and Adaptation:** The Project Managers and Stakeholders should establish a system for regular project monitoring and evaluation. This will allow the prompt identification of risk, enabling quick adaptation and mitigation strategies. A feedback loop mechanism involving key stakeholders should be implemented to ensure alignment with evolving needs and expectations.
2. **Selection of a Skilled Project Manager:** Stg. Building Bridges Saving Lives must ensure that the appointed Project Manager possesses expertise in poultry farming and sustainable agriculture. This measure will mitigate delays in project implementation by reducing the time required for project startup.
3. **Capacity Building:** Ongoing training and capacity-building programs should be provided to the project management team to enhance their skills in project management, social enterprise development, and sustainable agricultural practices. Collaboration should be done with external experts for specialized training sessions.
4. **Standardized document templates:** It is advisable for the project team to create a suite of standardized project management document templates tailored to the unique attributes of the project. Customizing these templates will establish a uniform and streamlined

framework for planning, executing, and monitoring, thereby enhancing the fluidity of project lifecycles.

5. **Community Engagement:** Engagements with the local community should be enhanced by conducting regular informative sessions and workshops to educate community members about the benefits of poultry farming and sustainable agricultural practices. Utilizing interactive platforms to collect feedback is also crucial. This approach will enable SBBSL to adequately address any concerns raised.
6. **Risk Management:** The project manager should regularly review and update the Risk Management Plan to identify new risks and assess the effectiveness of mitigation strategies. This will allow swift responses to the challenges identified.

7 VALIDATION OF THE FGP IN THE FIELD OF REGENERATIVE AND SUSTAINABLE DEVELOPMENT

The Stg Building Bridges Saving Lives Social Enterprise Initiative is dedicated to establishing poultry farm, guided by sustainable and regenerative development principles. This endeavor incorporates several key strategies for environmental sustainability. Firstly, the project will prioritize the use of locally sourced bamboo for construction, minimizing environmental impact and supporting the local economy. Additionally, solar panels will be employed to reduce energy consumption, while rainwater harvesting will ensure a reliable water supply. A noteworthy aspect of this initiative is the promotion of eco-friendly farming practices. Beyond environmental considerations, the project also seeks to boost community development by creating job opportunities for some of its clients.

The project aligns seamlessly with the Sustainable Development Goals (SDGs), encompassing a wide-ranging set of objectives that span poverty eradication, hunger elimination, health and well-being promotion, quality education access, gender equality, clean water and sanitation provision, affordable and clean energy promotion, decent work and economic growth, industry innovation and infrastructure advancement, inequality reduction, sustainable cities and communities development, responsible consumption and production, climate change mitigation, life below water and on land preservation, peace and justice promotion, and the establishment of strong institutions and partnerships. Furthermore, this project is deeply rooted in the environmental, social, economic, political, cultural, and spiritual dimensions of regenerative development, embracing a comprehensive approach to positive impact.

To enhance the project's efficiency and sustainability, the project management plan for the Social Enterprise Initiative aims to improve management practices, ultimately leading to waste reduction and a smaller environmental footprint. Additionally, the plan will facilitate the early integration of considerations related to gender equality and equal opportunity, ensuring that these critical aspects are thoughtfully managed throughout the entire project life cycle.

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<https://www.projectmanager.com/blog/project-management-methodology>

APPENDICES**Appendix 1: FGP Charter****CHARTER OF THE PROPOSED
FINAL GRADUATION PROJECT (FGP)**

1. Student name

Sasha Gaye Shaw

2. FGP name

Project Management Plan for Stichting (Stg.) Building Bridges Saving Lives' Social Enterprise Initiative
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3. Application Area (Sector or activity)

Development

4. Student signature



5. Name of the Graduation Seminar facilitator

Carlos Brenes Mena

6. Signature of the facilitator



7. Date of charter approval

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8. Project start and finish date

August 29, 2023	March 26, 2023
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9. Research question

What elements are necessary to develop a project management plan for Stg. Building Bridges Saving Lives' Social Enterprise Initiative?

10. Research hypothesis

Is it possible to develop a comprehensive project management plan to contribute to the overall success and sustainability of Stg. Building Bridges Saving Lives' Social Enterprise Initiative?

11. General objective

To develop a project management plan to contribute to the overall success and sustainability of Stg. Building Bridges Saving Lives' Social Enterprise Initiative.

12. Specific objectives

To design an Integration Management Plan which outlines the processes for coordination of the various project management activities within the project.

To develop the Scope Management Plan to effectively outline all the work required for the project and only that work which will contribute to the project's success.

To develop the Schedule Management Plan which will define the methodology to be carried out to manage the project for a timely completion.

To create a Cost Management Plan that will allow for management of project funds in order to complete the project within budget.

To develop a Quality Management Plan for managing and controlling quality within the project.

To design a Resource Management Plan to facilitate the execution of project works by ensuring that the necessary resources are available when required.

To elaborate a Communication Management Plan that ensures the project team and stakeholders all receive the necessary information for effective collaboration.

To develop a Risk Management Plan which improves the chances of project success by mitigating potential risks, while capitalizing on the impact of positive risk.

To create a Procurement Management Plan to administer the purchase or acquisition of products, services or results necessary in order for the successful completion of the project.

To design a Stakeholder Management Plan that allows for the identification and management of stakeholders impacted by the project in order to produce a product which adds value to those affected.

To create a Sustainable Development Plan to assess the relationship and impact of the project and its end product in regenerative and sustainable development.

13. FGP purpose or justification

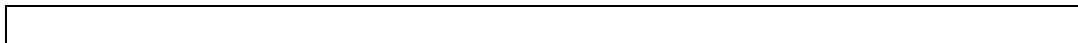
In recent times, there has been a rising apprehension regarding the sustainability of community organizations, particularly in numerous Caribbean nations that have transitioned into upper-middle-income status. This concern has resulted in donors withdrawing their support and reducing funding for these community organizations. To tackle this challenge Foundation Building Bridges Saving Lives has applied for a grant from the Caribbean Vulnerable Communities Coalition to establish a social enterprise initiative consisting of a poultry for egg production which will generate income to fund its service delivery.

The development of a project management plan is of paramount importance for the overall success and the long-term sustainability of Stg. Building Bridges Saving Lives' Social Enterprise Initiative. This comprehensive plan will be a roadmap that guides the organization's efforts toward achieving its mission and objectives. The plan will highlight the goals, schedule, resource allocation, procurement requirements and risk mitigation strategies, ensuring that every facet of the initiative is well-organized and executed efficiently. This project management plan aims to optimize operations, promoting transparency and accountability both within the team and with external stakeholders.

14. Work Breakdown Structure (WBS). In table form, describing the main deliverable as well as secondary, products or services to be created by the FGP.

- FGP
- FGP Deliverables
- 1.1.1 Week 1
 - 1.1.1.1 Charter
- 1.1.2 Week 2
 - 1.1.2.1 Charter
 - 1.1.2.2 WBS
- 1.1.3 Week 3
 - 1.1.3.1 Charter
- 1.1.4 Week 4
 - 1.1.4.1 Chapter II: Theological Framework
- 1.1.5 Week 5
 - 1.1.5.1 Chapter III Methodological Framework
- 1.1.6 Week 6
 - 1.1.6.1 Chapter I: Introduction
 - 1.1.6.2 Chapter VII: Project Validation

- 1.1.6.3 Schedule
- 1.1.6.4 Charter
- 1.1.7 Week 7
 - 1.1.7.1 Executive Summary
- Abstract
- 2. Tutoring Process
 - 2.1 Tutor
 - 2.1.1 Tutor Assignment
 - 2.1.2 Communication
 - 2.2 Adjustments of Previous Chapter (If needed)
 - 2.3 Chapter IV. Development (Results)
 - 2.3.1 Integration Management Plan
 - 2.3.2 Scope Management Plan
 - 2.3.3 Schedule Management Pla
 - 2.3.4 Cost Management Plan
 - 2.3.5 Quality Management Plan
 - 2.3.6 Resource Management Plan
 - 2.3.7 Risk Management Plan
 - 2.3.8 Procurement Management Plan
 - 2.3.9 Stakeholder Management Plan
 - 2.3.10 Communication Management Plan
 - 2.3.11 Sustainable Development Plan
 - 2.4 Chapter V: Conclusions
 - 2.5 Recommendations
- 3. Reading by Reviewers
 - 3.1 Reviewers Assignments
 - 3.1.1 Assignment of Two
 - 3.1.2 Communication
 - 3.1.3 FGP Submission to Reviewers
 - 3.2 Reviewers Work
 - 3.2.1 Reviewer 1
 - 3.2.2.1 FGP Reading
 - 3.2.2.2 Reader 1 Report
 - 3.2.2 Reviewer 2
 - 3.2.1.1 FGP Reading
 - 3.2.2 Reader 2 Report
- 4. Adjustments and Modifications
 - 4.1 Reports for Reviewers
 - 4.2 FGP Update
 - 4.3 Second Review by Reviewers
- 5. Presentation of Board Examiners
 - 5.1 Final Review by Board
 - 5.2 FGP Grade Report



15. FGP budget

The budget for developing the Project Management Plan for Stg. Building Bridges Saving Lives' Social Enterprise Initiative is **USD 600**.

This budget has the following breakdown:

Printing- \$ 100

Binding- \$150

Shipping-\$150

Philologist-\$100

Miscellaneous-\$100

16. FGP planning and development assumptions.

1. It is assumed that the researcher will commit a minimum of 15 hours weekly throughout the development of the FGP.
2. It is assumed that Stg. Building Bridges Saving Lives will provide all the requisite supporting documents required for the development of the project.
3. The assumption is that the project's scope will remain unchanged, and the project will be completed according to the established schedule.
4. It is assumed that information regarding other sustainable development initiative projects will be accessible.

17. FGP constraints

1. There might be difficulties in meeting the timeframe for the completion of the project as the scheduled time is 3 months.
2. The development of the FGP must adhere precisely to the guidelines as outlined by the UCI.
3. Considering the limited timeframe, the scope of the project is quite extensive.
4. The budget for the completion of the FGP is relatively high considering that it will be financed by the researcher.

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18. FGP development risks

1. If the project sponsor does not disclose project details in a timely fashion, then this may impact on the project manager's ability to adhere to the schedule.
2. Failure to meet a deadline can adversely affect the FGP grade.
3. Delayed feedback during the tutoring process might result in insufficient time to make necessary adjustments and affect the quality of the Project Management Plan.
4. The advent of a natural disaster, such as a hurricane, can result in the delay in obtaining the necessary information, ultimately impeding the scheduled delivery of the FGP.

19. FGP main milestones

Milestones are related to deliverables on the second level (deliverables) and third level (control accounts) of the WBS of section 14 of this Charter. At the same time the deliverables are related to the specific objectives (in the case of the FGP please include the times for the tutoring reviews as well as for the readership).

Deliverable	Finish estimated date
1.1.1 Week 1 (Deliverable 1)	September 4, 2023
1.1.2 Week 2 (Deliverable 2)	September 11, 2023
1.1.3 Week 3 (Deliverable 3)	September 18, 2023
1.1.4 Week 4 (Deliverable 4)	September 25, 2023
1.1.5 Week 5 (Deliverable 5)	October 2, 2023
1.1.6 Week 6 (Deliverable 6)	October 9, 2023
1.1.7 Week 7 (Deliverable 7)	October 16, 2023
1.2 Graduation Seminar Approval	October 23, 2023
2 Tutoring Process	January 30, 2024
2.1 Tutor	October 26, 2023
2.2 Adjustments of Previous Chapter (If needed)	November 2, 2023
2.3 Chapter IV: Development (Results)	January 16, 2024
2.4 Chapter V: Conclusions	January 23, 2024
2.5 Recommendations	January 30, 2024

Deliverable	Finish estimated date
3 Reading by Reviewers	February 20, 2024
3.1 Reviewers Assignment	February 6, 2024
3.2 Reviewers Work	February 20, 2024
4 Adjustments	March 19,2024
4.1 Report from Reviewers	March 4,2024
4.2 FGP Update	March 5,2024
4.3 Second Review by Reviewers	March 19,2024
5 Presentation to the Board of Examiners	March 26, 2024
5.1 Final Review by Board	March 21, 2024
5.2 FGP Grade Report	March 26, 2024

20. Theoretical framework

20.1 Estate of the “matter”

In recent times, there has been a rising apprehension regarding the sustainability of community-based organizations, particularly in numerous Caribbean nations that have transitioned into upper-middle-income status. This concern has resulted in donors withdrawing their support and reducing funding for these community organizations. This has led to the permanent closure of several community-based organizations. Some organizations have also adjusted their strategic priorities to align with funding priority areas. To tackle this challenge Foundation Building Bridges Saving Lives an organization in Suriname has applied for a grant from the Caribbean Vulnerable Communities Coalition to establish a social enterprise initiative consisting of a poultry and vegetable farm which will generate income to fund its service delivery.

This initiative strives to attain a degree of self-sufficiency while simultaneously generating employment prospects for clients. This endeavor is in perfect harmony with the mission of the organization and will enhance the autonomy of underserved migrants, fostering stability in the process.

20.2 Basic conceptual framework

List of the basic concepts to be included in the document.

Social enterprise, community development, stakeholder engagement, sustainability, project management, funding, regenerative development, circular

economy, green project management, doughnut economy, marginalized groups, vulnerable populations, donors.

21. Methodological framework

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
To develop the Scope Management Plan to clearly outline all the work required to facilitate the project's success.	Scope Management Plan	Business Plan for the project Meetings with Stakeholders. Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021	Quantitative Qualitative Mixed	Expert Judgement Data Analysis Meetings Scope Management Plan Template Requirements Traceability Matrix Work Breakdown Structure Work Breakdown Structure Dictionary	Scope definition can be impacted when there is insufficient information provided by stakeholders.
To create the Schedule Management Plan which will define the methodology to be carried out to manage the project for a timely completion	Schedule Management Plan	Business Plan for the project Meetings with Stakeholders. Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th	Quantitative Qualitative Mixed	Expert Judgement Data Analysis Meetings Activity List MS Projects Schedule Management Plan Template	It is necessary to adhere to the project's designated working hours and holidays. The project must be completed within the allocated time frame.

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		Edition, 2021			
To establish a Cost Management Plan that facilitates the effective management of project funds, ensuring the project is completed within the allocated budget	Cost Management Plan	Budget for the project Meetings with Stakeholders. Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021	Quantitative Qualitative Mixed	Expert Judgement Data Analysis Meetings Bottom – Up Estimation Cost Management Plan Template	The project must be executed and completed within the established cost.
To develop a Quality Management Plan for effectively managing and controlling quality within the project	Quality Management Plan	Business Plan for the project Meetings with Stakeholders. Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021	Quantitative Qualitative Mixed	Expert Judgement Data gathering Data analysis Decision making Data representation Test and inspection planning Meetings Quality Activities Matrix Template Quality Management Plan Template	The project must meet the specified quality standards.

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
To design a resource management plan that identifies the necessary resources for the project, outlines the acquisition process, and establishes strategies for resource management.	Resource Management Plan	Business Plan for the project Meetings with Stakeholders. Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021	Quantitative Qualitative Mixed	Expert Judgement Data representation Organizational Theory Meetings RACI Resource management Plan Template	Limited project resources
To develop a Communication Management Plan that guarantees the project team and stakeholders receive essential information to facilitate effective collaboration .	Communication Management Plan	Business Plan for the project Meetings with Stakeholders Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021	Quantitative Qualitative Mixed	Expert Judgement Communication requirements analysis Data representation Meetings Communication Management Plan Template	Challenges or interruptions in communications technology might hinder the capability to communicate and engage stakeholders effectively.
To formulate a Risk Management Plan that encompasses the identification	Risk management plan	Business Plan for the project Meetings with Stakeholders.	Quantitative Qualitative Mixed	Expert Judgement Data Analysis Meetings Risk Register Template	Effects of natural disasters may be severe

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
, analysis, monitoring, and mitigation of risks within the project.		Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021		Risk Management Plan Template	
To create a Procurement Management Plan aimed at managing the procurement or acquisition of essential products, services, or deliverables required for the successful project completion.	Procurement Management Plan	Business Plan for the project Meetings with Stakeholders. Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021	Quantitative Qualitative Mixed	Expert Judgement Data gathering Data analysis Source selection analysis Meetings Procurement Management Plan Template	Unavailability of required materials at local suppliers. International shipping delays
To develop a Stakeholder Management Plan designed to facilitate the identification and effective engagement of the individuals or groups that will be	Stakeholder Management Plan	Business Plan for the project Meetings with Stakeholders. Historical data PMBOK Guide, 6th Edition, 2017	Quantitative Qualitative Mixed	Expert Judgement Data gathering Data analysis Data representation Meetings Stakeholder Register Template	The delay in responses or the absence of responses from stakeholders can impede progress of the project.

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
impacted by the project.		PMBOK Guide, 7th Edition, 2021		Stakeholder Assessment Matrix Stakeholder Management Plan Template	
To create an Integration Management Plan that delineates the procedures for coordinating the various project management activities within the project.	Integration Management Plan	Business Plan for the project Meetings with Stakeholders. Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021	Quantitative Qualitative Mixed	Expert Judgement Data gathering Data analysis Data representation Meetings Interpersonal and team skills Integration Management Plan Template	Understanding of all involved in project with process interdependencies
To create a Sustainable Development Plan to assess the relationship and impact of the project and its end product in regenerative and sustainable development	Sustainable Development Plan	Business Plan for the project Meetings with Stakeholders. Historical data PMBOK Guide, 6th Edition, 2017 PMBOK Guide, 7th Edition, 2021	Quantitative Qualitative Mixed	Sustainable Management Plan Template Expert Judgement Data gathering Data analysis P5 Impact Analysis Meetings	Capacity of local suppliers to provide sustainable resources

22. Validation of the work in the field of the regenerative and sustainable development.

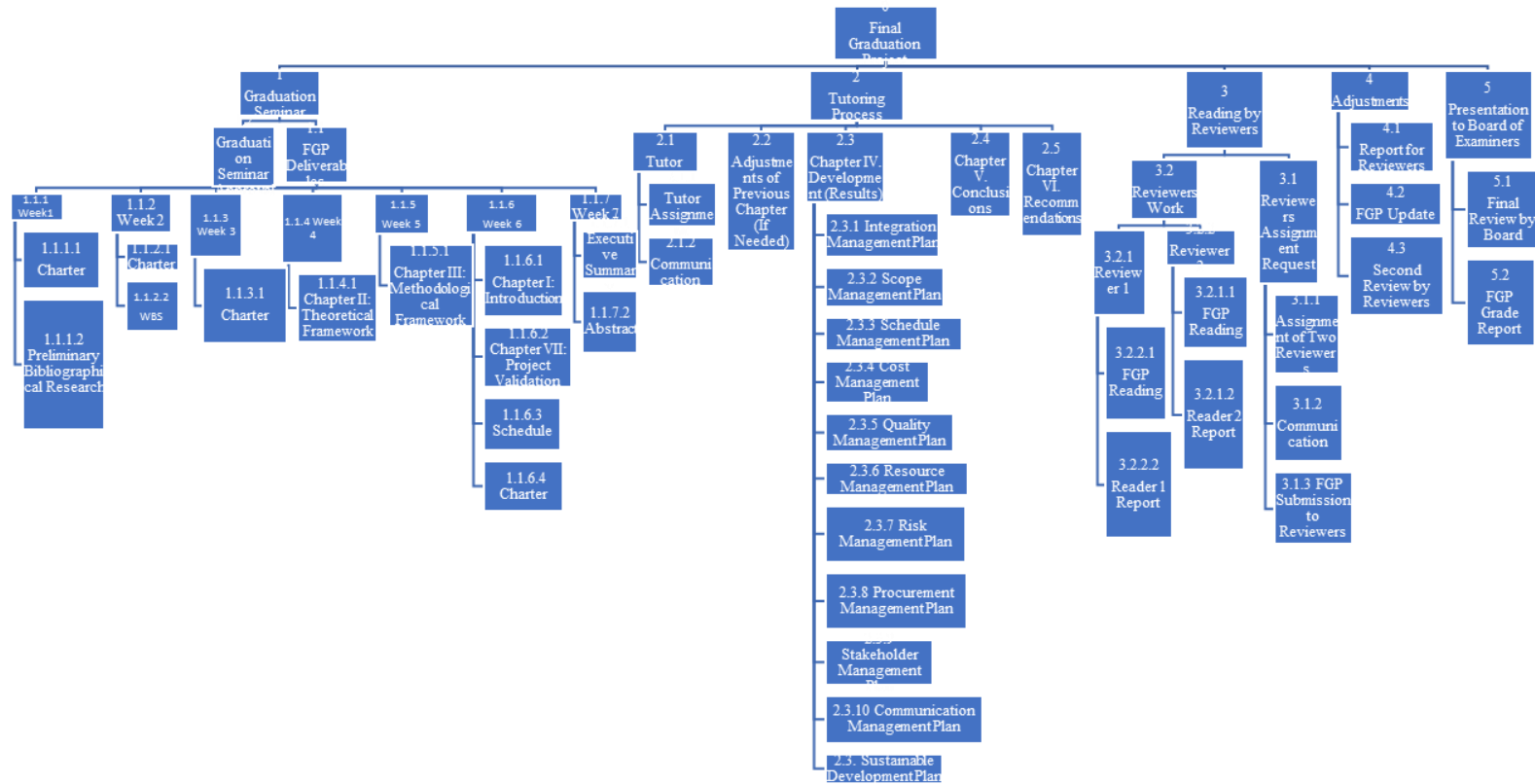
The Stg Building Bridges Saving Lives Social Enterprise Initiative focuses on establishing a poultry farm with a commitment to sustainable and regenerative development. Key strategies include using locally sourced bamboo for construction, employing solar panels for energy efficiency, and rainwater harvesting for water supply. The project also aims to create job opportunities for clients.

This initiative aligns with the Sustainable Development Goals (SDGs), addressing a wide range of objectives such as poverty eradication, hunger elimination, health promotion, education access, gender equality, clean water, affordable and clean energy, economic growth, innovation, sustainability, climate change mitigation, and more. It embraces a comprehensive approach to positive impact, considering environmental, social, economic, political, cultural, and spiritual dimensions of regenerative development.

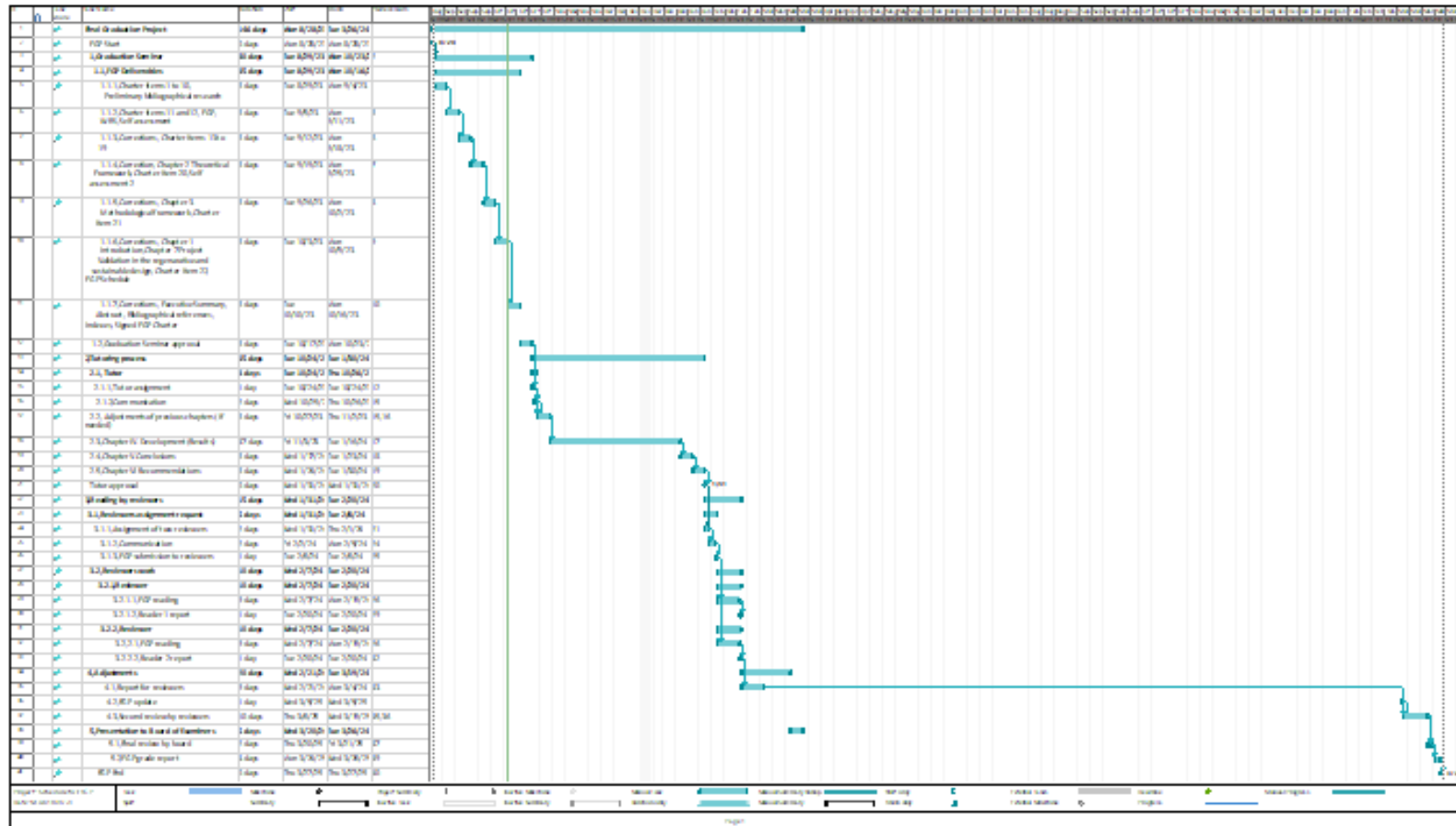
To enhance efficiency and sustainability, the project management plan seeks to improve practices, reduce waste, and integrate considerations related to gender equality and equal opportunity throughout the project life cycle.

Appendix 2: FGP WBS

- WBS must include tasks from the complete FGP life cycle, starting from the graduation seminar and ending with the presentation to Board of Examiners.
- Must be created in WBS Chart pro tool or other layout approved on the WBS practice standard.



Appendix 3: FGP Schedule



Appendix 4: Preliminary bibliographical research

Castillo, J. (2023, February 1). *Introduction to social enterprises – Introductory track*. CVC Virtual. <https://cvcvirtual.org/introduction-to-social-enterprises-introductory-track/>

This reference provides details about the social enterprise course undertaken by the organization's representative as a prerequisite for securing funding for their initiative. The course was designed for Community Based Organizations (CBOs) interested in gaining knowledge about social enterprises as a method to attain a level of self-sufficiency while simultaneously generating employment opportunities within their community. This reference will serve as a valuable resource during the development of the project management plan, as the course provides detailed information about the grant's objectives and prerequisites. Utilizing this reference will guarantee that the social enterprise initiative remains in sync with the donor's stipulations.

Coursera. (2023). *How to Manage Project Risk: A 5-Step Guide*. Coursera. <https://www.coursera.org/articles/how-to-manage-project-risk>

This reference provides comprehensive information on the topic of risk management within project management. It covers aspects such as the fundamental concept of risk management in project management, different classifications of project risks, the procedures for effectively managing project risks, tools utilized for this purpose, and additional educational courses that can deepen your knowledge of project risk management. This reference will provide both foundational knowledge and practical insights into risk

management within project management, making it a useful tool in developing a project management plan for the social enterprise initiative for the organization.

Friese, S., and Sybing, R. (2023). What is Qualitative Research? Atlas.ti. Retrieved from <https://atlasti.com/research-hub/qualitative-research>

This source provides a definition for qualitative research.

Jagdish. (2021a, January 10). *Using Chicken Manure In Garden - As Fertilizer* | Agri Farming. Agri Farming. <https://www.agrifarming.in/using-chicken-manure-in-garden-as-fertilizer>

The reference presents details regarding the utilization of chicken manure in a garden. It includes a detailed, step-by-step guide on how to apply the manure effectively.

Additionally, it provides insights into the composting process for chicken manure, highlights the advantages of using it in your garden, and specifies the recommended amount for application. The envisioned social enterprise initiative comprises an indigenous chicken hatchery and a vegetable farm, making this reference valuable for certain aspects of the project management plan.

Jagdish. (2021). *Egg Hatchery Project Report - Business Plan* | Idea2MakeMoney.

Idea2MakeMoney. <https://idea2makemoney.com/egg-hatchery-project-report-business-plan>

The reference provides a guide to the egg hatchery report and business plan in India. It underscores pertinent details that can be employed for the planned project, including the foundational principles and assumptions of the egg hatchery business. It also outlines the schedule for implementing an egg hatchery venture and addresses aspects related to energy

conservation within the egg hatchery business. This reference will play a pivotal role in shaping the project management plan for the social enterprise encompassing the chicken hatchery and vegetable farm.

Kashyap, S. (2023). *Project Management Plan – all the details you need to know about*. ProofHub.

<https://www.proofhub.com/articles/project-management-plan>

This reference provides information on the topic of project management plans. It will be beneficial during the project management plan creation process as it clearly outlines the vital components of such a plan, elucidates the steps necessary for its development, underscores the significance of utilizing project management templates, and emphasizes the importance of a well-structured project management plan for achieving successful project execution.

Leedy, P., & Omrod, J. (2021). *Practical research: Planning and design* (12th ed.). Pearson Education Limited.

This reference provides a definition for the term quantitative research .

LISedunetwork & LISedunetwork. (2022b). *Sources of information*. Library & Information

Science Education Network. <https://www.lisedunetwork.com/sources-of-information/>

This reference provides a definition for the term information source.

Partlow, M. J. (2022, May 18). *Gov't native chicken project targets 200 raisers in NegOr*.

Philippine News Agency. <https://www.pna.gov.ph/articles/1174723>

This reference provides details on prime example of a native chicken project in the Philippines. This initiative, supported by the government, aims to enhance productivity, and increase income for a minimum of 200 beneficiaries in Negros Oriental in collaboration with a local partner. This exemplary case will serve as a valuable reference to guide the formulation of the project management plan.

Project Management Institute. (2021). *The Standard for Project Management and a Guide to the Project Management Body of Knowledge (PMBOK Guide) (7th Ed.)*. Project Management Institute, Incorporated.

This reference serves as a comprehensive and internationally acknowledged resource for project managers and professionals from various industries. It not only delineates the fundamental principles and optimal practices of project management but also offers a standardized framework to bolster consistency and enhance effectiveness in project implementation. The reference will serve as a guide throughout all phases of crafting the project management plan for the social enterprise initiative.

Project Management Institute. (2017). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition and The Standard for Project Management (ENGLISH) (Sixth edition)*.

The reference will serve as a guide throughout all phases of crafting the project management plan for the social enterprise initiative.

Schmidt, A. (2021, August 26). *Regenerative & Sustainable: What is the Difference? - Producers Stories*. Producers Stories. <https://producersmarket.com/blog/what-is-the-difference-between-regenerative-sustainable-agriculture>

The reference presents details regarding regenerative systems and sustainable practices, with an emphasis on elucidating the distinctions between the two. Furthermore, it offers insights into the economic viability of regenerative systems. This reference will be used to ensure that the project management plan has elements of sustainable development and regenerative development. The utilization of this reference will be instrumental in guaranteeing that the project management plan incorporates elements of both sustainable and regenerative development.

Simon, D. G. (2023). *Home - STG. Building Bridges. . Saving Lives*. Stg. Building Bridges. . Saving Lives. <https://sbbsl.org/>

The official website of Stg. Building Bridges Saving Lives is a valuable resource that will play a crucial role in the development of the project management plan for the social enterprise initiative. It provides invaluable insights that assist in aligning the project with the organization's objectives and culture, and it ensures that the project adheres to relevant policies and procedures.

University of California, Merced. (2022). Primary, Secondary and Tertiary Sources. UC Merced Library. Retrieved from <https://libguides.ucmerced.edu/source-types>.

This reference provides a definition of the term primary source.

University of Newcastle. (2023). Research Methods: What are research methods? University of Newcastle Library Guides. Retrieved from <https://libguides.newcastle.edu.au/researchmethods>

This source defines the term research methods.

Westland, J. (2017). *Project Management Methodologies - An Overview*. ProjectManager. <https://www.projectmanager.com/blog/project-management-methodology>

This reference provides valuable insights into the implementation of effective project management practices, making it a valuable resource in the development of the project management plan for the social enterprise initiative. It encompasses a diverse array of methodologies, tools, and best practices that can enhance the efficient planning, execution, and monitoring of projects.

Appendix 5: Certificate of Review

Date 2/12/2024

Academic Advisor
Masters Degree in Project Management (MPM)
Universidad para la Cooperacion Internacional (UCI)

Dear Academic Advisor,

**Re: Through Review and Proofreading of Final Graduation Project submitted by
Sasha Gaye Shaw in partial fulfillment of the requirements for the Masters in
Project Management (MPM) Degree**

I hereby confirm that Sasha Gaye Shaw has made all of the corrections to the Final Graduation Project document as I have advised. In my opinion, the document does now meet the literary and linguistic standards expected of a student for a degree at the Masters level.



Velorise M. Watkis
English Lecturer

Appendix 6: Linguistic Credentials