

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

Design, Construction and Outfitting of a Photography and Videography Training
Laboratory

ODESSA SHAKO

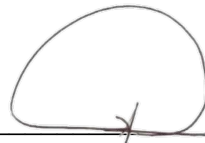
Final Graduation Project Submitted In Partial Fulfilment of the Requirements For The
Master in Project Management (MPM) Degree

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UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

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



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DEDICATION

This report is dedicated to the memory of my grandmother, Amanda. A. Henry for her enduring support of my personal development.

ACKNOWLEDGMENTS

Appreciation is extended to all the persons that supported the completion of this project. Thanks to the support staff of the University of International Cooperation and my supervisor Mr. Alejandro Parades that provided technical guidance on meeting the technical requirements of the project. Thanks also to the technical experts that were consulted and have provided direction and information during the preparation of the respective project plans. Your support is appreciated and have aided in the successful completion of this project.

ABSTRACT

The project set out to develop the Project Management Plan for a project in order to facilitate the construction and equipping of a training building for photography and videography. The Project Management Plan outlined the specific deliverables of the project that included: (1) the design of the photography and videography training building, (2) the construction of the building and (3) the equipping of the building with the necessary videography and photography equipment for the training of a maximum number of 20 students were batch. The Scope Management Plan also outlined the scope constraints, acceptance criteria and work breakdown structure for the project. Utilising a three-point estimation method, the duration for the project activities and overall project was determined. The project will be executed at a cost of USD 340,000.00 over a period of 17 months, commencing October 2026 and concluding February 2028. Negotiation Procedure will be the primary procurement methodology utilised during this project. The stakeholders under the project will be managed through a selection of communication tools that includes meetings, written reports and media publications. The high and medium project risks include, misinterpretation of design requirements, misinterpretation of design by builder, underestimation of project resources, inadequate administrative support, lack of communication between project team, unclear roles and responsibilities among project team members, heavy rainfall, changes in project sponsor's priority, none or delayed approval of project design, delays in procurement, unavailability of equipment, slow execution of work

by contractors, unavailability of contractors, death or illness of contractors and increase in costs.

INDEX OF CONTENTS

Index of Figures	ix
Index of Tables	x
Abbreviations and Acronyms	xi
Executive Summary	xii
1 Introduction.....	1
1.1 Background.....	1
1.2 Statement of the problem.....	2
1.3 Purpose.....	2
1.4 General objective	3
1.5 Specific objectives	3
2 Theoretical Framework.....	5
2.1 Company/Enterprise framework.....	8
2.2 Company/Enterprise background	9
2.2.1 Mission and vision statements	9
2.2.2 Organizational structure.....	9
2.2.3 Intended Products to be offered by the Youth Leadership Programme	11
2.2.4 Project Management concepts	11
2.2.5 Project management principles	11
2.2.6 Project management domains	12

2.2.7	Predictive, adaptive, and hybrid projects.....	14
2.2.8	Project life cycle	14
2.2.10	Company strategy, portfolios, programs and projects	15
2.2.11	Other applicable theory/concepts related to the project topic and context	17
2.2.12	Previous research done for the topic in the study	17
2.2.13	Other theories related to the topic in the study	18
3	Methodological Framework.....	18
3.1	Information sources	18
3.1.1	Primary sources.....	18
3.1.2	Secondary sources.....	18
3.2	Research methods	23
3.2.1	Tools	25
3.2.2	Assumptions and constraints	27
3.2.3	Deliverables	29
4	Results.....	34
4.1	Plan Scope Management.....	34
4.1.1	Project Objectives	34
4.1.2	Scope Statement.....	35
4.1.3	Deliverables / Scope Baseline.....	35

4.1.4	Scope-related constraints	35
4.1.5	Acceptance Criteria.....	40
4.1.6	Work Breakdown Structure	40
4.2	Schedule Management Plan.....	43
4.2.1	Project Activity list chart including: coding, activity name, predecessors/successors list, activities duration	43
4.2.2	Project schedule and critical path	48
4.2.3	Schedule control procedure	49
4.3	Plan Cost Management	50
4.3.1	Tools and techniques to be used on the cost management plan.....	50
4.3.2	Required Resources	51
4.3.3	Activity Cost Estimate	59
4.3.4	Project budget	76
4.3.5	Cost control procedure	78
4.3.6	Cost change management process description.....	79
4.4	Requirements Management Plan	80
4.4.1	Prioritisation of Requirements	81
4.5	Project Quality Management Plan	85
4.5.1	Key Factors related to Quality	85
4.5.2	Metrics and Quality baseline	86

4.5.3	Quality Activities Matrix	91
4.5.4	Quality documents	96
4.5.5	Continuous Improvement Plan	96
4.6	Resource Management Plan.....	97
4.6.1	Identification of resources. Methods for identifying and quantifying team and physical resources needed.	97
3.2.1	Laptop Computer	100
4.6.2	Acquiring resources	101
4.6.3	Roles and responsibilities of the project team:	105
4.6.4	Project organization charts.....	112
4.6.5	Project Team Assignment.....	113
4.6.6	Project team resource management	116
4.6.7	Team Charter	117
4.7	Communications Management Plan	119
4.7.1	Stakeholders' Classification	119
4.7.2	Classification of Stakeholders	120
4.7.3	Stakeholders Mapping Of Data.....	121
4.7.4	Define Strategies.....	123
4.7.5	Communication Delivery Methods and Technologies	129
4.7.6	Project Reporting (Format) – P&V Construction Project.....	130

4.7.7	Communication Standards – Escalation Model.....	130
4.8	Procurement Management Plan	131
4.8.1	Scope of Procurement.....	131
4.8.2	Specifications – Human Resources.....	131
4.8.3	Specification of Building	134
4.8.4	Specification of Photography Equipment	135
4.8.5	Procurement Methodology	139
4.8.6	Supplier Selection Criteria.....	140
4.8.7	Procurement Schedule	142
4.8.8	Roles and Responsibilities of Project Team in Procurement Management 144	
4.8.9	Contract Management Plan.....	145
4.9	Risk Management Plan	145
4.9.1	Risk Identification.....	145
4.9.2	Risk Register for the P&V Construction Project	153
4.9.3	Risks Monitoring	161
6	Conclusion	162
7	Recommendations.....	164
8	Validation of the FGP in the field of Regenerative and Sustainable Development 165	
8.1	Introduction.....	165

8.2	Relationship of the project to the Sustainable Development Goals.....	165
8.3	Analysis of the project according to Standard P5.....	167
8.4	Relationship of the project to the dimensions of Regenerative Development 206	
9	Bibliographical Research	207
11	Appendices.....	215
11.1	Appendix 1: FGP Charter	215
11.2	Appendix 2: Methodological framework.....	226
11.4	Appendix 3: FGP WBS.....	236
	Appendix 4: FGP Schedule.....	236
11.5	Appendix 5: Project Charter – Photography and Videography Training Facility Construction Project	238
11.6	Appendix 6: Project Report Template	243
11.7	Appendix 7: Resource Schedule	251
	Appendix 8: Electrical Inspection Form	253
11.8	Appendix 9: Checklist for Fire Inspection.....	254
11.9	Appendix 10: Suppliers’ Evaluation Form	255
11.10	Appendix 11: Contract Template.....	257
11.11	Appendix 12: Estimation of Unit Prices of Materials and Equipment	261

INDEX OF FIGURES

Figure 2.2.1: Organisational Structure of the Youth Leadership Programme	10
Figure 2.2.2: Project Life Cycle	14
Figure 2.2.3 : Strategic Plan - Youth Leadership Programme	15
Figure 2.2.4: Port Folio, Programme and Projects – Youth Leadership Programme	16
Figure 3.1.1: Information Sources for the development of the Project Management Plan ..	20
Figure 3.2.1: Research Methods for the Development of the Project Management Plan	Error! Bookmark not defined.
Figure 3.2.2: Tools for the development of the Project Management Plan (Source PMI, 2017)	Error! Bookmark not defined.
Figure 3.2.3: Assumptions and Constraints	Error! Bookmark not defined.
Figure 3.2.4: Deliverables.....	Error! Bookmark not defined.
Figure 4.1.1:	42
Figure 4.4.1: MoSCoW Prioritisation Categories.....	82
Figure 4.6.1: Resource Breakdown Structure for the P&V Construction Project	103
Figure 4.6.2: Resource Calender - P&V Construction Project	104
Figure 4.6.3: Organisational Structure of the PV Construction Project	113
Figure 4.6.1: Conflict resolution process.....	118
Figure 4.7.2: Escalation Channel of Communication.....	130
Figure 4.8.1: Risk Probability – Impact Matrix.....	151

INDEX OF TABLES

Table 4.1-1: Breakdown Structure - P&V Construction Project	41
Table 4.2-1: Activity List Chart.....	45
Table 4.3-1: List of Required Resources	52
Table 4.3-2: Activity cost estimates	59
Table 4.3-3: Project budget chart including coding, activity name, cost, total project cost, reserves (contingency reserve and management reserve including the justification for both)	76
Table 4.4-1: Identification of Project Requirements	80
Table 4.4-2: Prioritisation of Requirements	83
Table 4.5-1: Metrics and Quality baseline.....	87
Table 4.5-2: Quality Activities Matrix	92
Table 4.6-1: Resource Breakdown Structure – P&V Construction Project.....	97
Table 4.6-1: Project Team Acquisition.....	101
Table 4.6-2: Roles and Responsibilities of team members.....	105
Table 4.6-3: Roles of Team Members	114
Table 4.6-4: Project Team values	117
Table 4.7-1: Classification of Stakeholders	121
Table 4.7-2: Mapping of Stakeholders	122
Table 4.7-3: Communication Strategies	123
Table 4.7-4: Communication Matrix – P&V Construction Project.....	126

Table 4.7-5: Communication Delivery Methods and Technologies.....	129
Table 4.9-1: Risk Breakdown Structure for the P&V Construction Project.....	146
Table 4.9-2: Roles and Responsibilities of Risk Management Team for the P&V Construction Project	148
Table 4.9-3: Probability Scale (Likelihood of Occurrence)	150
Table 4.9-4: Impact Scale (Consequences).....	150
Table 4.9-5: Risk Register – P&V Construction Project	154

ABBREVIATIONS AND ACRONYMS

CDB – Caribbean Development Bank

FGP – Final Graduation Project

GHG – Greenhouse Gas

GUYSUCO – Guyana Sugar Corporation

MoSCoW - Must Have, Should Have, Could Have, Won't Have

PMI – Project Management Institute

RACI – Responsible Accountable Consulted Informed

WBS – Work Breakdown Structure

EXECUTIVE SUMMARY

The Final Graduation Project was prepared in partial fulfilment of the requirement for the Master's Degree in Project Management. The project's object was the preparation of a Project Management Plan for the construction of a training facility for the photography and videography training programme. Specifically the project facilitated the development of the Scope Management Plan, Schedule Management Plan, Cost Management Plan, Quality Management Plan, Resource Management Plan, Procurement Management Plan, Communications Plan and Risk Management Plan.

The Youth Leadership Programme is a non-governmental organisation that will be established to bridge the gap in the delivery of soft and technical skills training to youth in Berbice, Guyana. The programmes which will include soft skills training, technical skills training, counselling, empowerment session and job readiness training will cater to youth between the ages of 12 and 35 years residing in Berbice. The project was delivered through a predictive development approach.

The primary source of data for the project were subject experts. Secondary sources were organisation processes assets including the strategic plan of the youth leadership and the European Commission, national standard on construction, project documents, material and equipment suppliers and online expert sources. The deliverables under the project will include a Strategic Plan, Scope Management Plan, Schedule Management Plan, Cost Management Plan, Quality Management Plan, Resource Management Plan, Procurement

Management Plan and Risk Management Plan. Tools utilised in development of the Plan include, among others, expert judgement, decomposition, three-point estimation, critical path method, Gantt chart, RACI and MoSCoW prioritisation tools, and risk matrices. The development of the project was guided by the principles of sustainable and regenerative development, in keeping with the P5 Sustainability Standard Guide.

1 INTRODUCTION

This project outlines the development and presentation of a Project Management Plan for the construction of a photography and videography training building for the Youth Leadership Programme. The Project Management Plan will guide the construction and outfitting of the facility and will include all information for the execution, monitoring and commissioning of the facility. The Project Management Plan will be developed in accordance with the framework set out in the PMBOK Guide (PMI, 2017).

1.1 Background

The Project Management Plan for the Construction of a photography and videography training facility for the Youth Leadership Programme is being completed in partial fulfillment of the requirement for the Masters in Project Management at the University of International Cooperation.

The Project Management Plan for the construction of a training facility at the Youth Leadership Programme will outline how the organisation intends to achieve the objectives for technical training as outlined in the Strategic Plan. The Project is to identify and design short-term projects to be implemented by the organisation in fulfillment of its long-term mandate.

1.2 Statement of the problem

The need to support the development of youth was underscored in the Caribbean Development Bank's Youth Policy and Guyana Youth Policy (CDB, 2020). These policies identified several gaps in the services offered to youth that increase their vulnerability and lead to the underdevelopment of this most valuable human resource.

There are several programmes established by the Government of Guyana to cater to the technical training needs of youth in New Amsterdam. These include the New Amsterdam Technical Institute, the Symthfield Training Center, GUYSUCO Training School and technical programmes offered through secondary schools and the Board of Industrial Training. However, there are still a large number of youth that have left school and are in need of the training programmes but do not access them. In addition, many youth lack the opportunity to develop soft skills since these skills are not emphasised in schools or offered through extra-curricular programmes in New Amsterdam. The project will seek to bridge the gap in access to technical training by youth that will impact their long term development.

1.3 Purpose

The project will facilitate the development of a Project Development Plan for the construction of an administrative and training facilitate to house the Youth Leadership Programme. The construction of the training facility is the first project to be completed by the organization. The building will be used to accommodate photography and videography training programmes that will be implemented through the organisation.

The project for the development of the Project Development Plan for the construction of training facility is being undertaken in response to the observed need for programmes to develop technical skills of youth in New Amsterdam, Berbice. The facility will encourage the development of youth and provide a positive environment and positive activities that will help them to foster positive relationship and contribute to their overall development.

The direct beneficiaries of the project will include more than 100 youths that are expected to access the services of the organisation annually as well as members of the public that are expected to benefit indirectly. The project will cater to all geographic, socio-economic and ethnic cross-section of youth between the ages of 12-35 years old.

1.4 General objective

To develop a Project Management Plan for the construction of a Videography and Photography training facility at a proposed Non-Governmental Youth Leadership Programme

1.5 Specific objectives

- i. To develop a Scope Management Plan to guide the construction of the photography videography training facility
- ii. To develop a Schedule Management Plan to guide the construction of the photography videography training facility
- iii. To develop a Cost Management Plan to guide the construction of the photography videography training facility

- iv. To develop a Quality Management Plan to guide the construction of the photography videography training facility
- v. To develop a Resource Management Plan to guide the construction of the photography videography training facility
- vi. To develop a Procurement Management Plan to guide the construction of the photography videography training facility
- vii. a Communications Management Plan to guide the construction of the photography videography training facility
- viii. To develop a Risk Management Plan to guide the construction of the photography videography training facility

2 THEORETICAL FRAMEWORK

The PMI (2017) defines the Project Management Plan as “the document that describes how the project will be executed, monitored, and controlled” (pp. 34). The project management plan is regarded as “a contract between the project manager, executive sponsor, project team and other management of the enterprise associated with and/or affected by the project” (Project Management, n.d¹.). The project planning process includes “defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan” (PMI, 2027, pp 70). The Project Management Plan comprise of, but are not limited to, the following components:

- i. Scope management plan. This plan establishes how the scope will be defined, developed, monitored, controlled, and validated. Requirements management plan is part of the Scope Management Plan. It establishes how the requirements will be analyzed, documented, and managed.
- ii. Schedule management plan. Establishes the criteria and the activities for developing, monitoring, and controlling the schedule.
- iii. Cost management plan. Establishes how the costs will be planned, structured, and controlled.

¹ Project Management. (n.d.). Project Plan/Project Definition.

https://www.projectmanagement.com/deliverables/375/project-plan-project-definition-#_

- iv. Quality Management Plan. Establishes how an organization's quality policies, methodologies, and standards will be implemented in the project.
- v. Resource management plan. Provides guidance on how project resources should be categorized, allocated, managed, and released.
- vi. Communications Management Plan. Establishes how, when, and by whom information about the project will be administered and disseminated.
- vii. Risk management plan. Establishes how the risk management activities will be structured and performed.
- viii. Procurement management plan. Establishes how the project team will acquire goods and services from outside of the performing organization.
- ix. Stakeholder engagement plan. Establishes how stakeholders will be engaged in project decisions and execution, according to their needs, interests, and impact

Other components of the Project Management Plan may include, the Configuration Plan (Joubert, 2021²), Change management plan, Configuration management plan, Scope baseline, Schedule baseline and Cost baseline. The Change Management Plan and the

² By Shayna Joubert. January 11, 2021. 12 Steps to Develop a Project Management Plan. Northeastern Graduate Programmes. <https://graduate.northeastern.edu/knowledge-hub/developing-project-management-plan/>

Stakeholder Management Plan will not be created as part of the Project Management Plan for this project.

Information Sources

According to the PMI GuideBook (2017) the secondary documents that guide the development of the Project Management Plan were the Project Charter; Enterprise Environmental Factors which includes local and international building codes and standards; Organisational Process Assets including Financial, communication and reporting procedural documents from the project sponsor and outputs from other processes. Since the Youth Leadership Programme is in the formative years, there are limited Organisational Process Assets available for the organisation. The primary document that guide the Youth Leadership Programme is the Strategic Plan and Port Folio of Programmes and Projects. The European Commission's processes documents will guide the execution of the project. The sources of primary data will include quotations from material and equipment suppliers, construction estimation software and experts in the field of construction and photography.

Tools

The tools and techniques that may be utilised in the development of the Management Plan include Expert judgment, data gathering through brainstorming, checklists, focus groups and interviews; and Meetings (PMI, 2017, pp 82). Joubert (2021) identifies twelve steps necessary for the development of the Project Management Plan.

Step1: Collect requirements from key stakeholders.

Step 2: Define the scope of the project

Step 3: Create a work breakdown structure

Step 4: Define project activities

Step 5: Sequence project activities

Step 6: Estimate activity duration, costs, and resources

Step 7: Assign resources to work packages and activities according to skills and interests

Step 8: Build in contingencies

Step 9: Create a performance measurement baseline

Step 10: Develop all subsidiary plans

2.1 Company/Enterprise framework

The Youth Leadership Programme is a non-government, not-for profit organisation that is being established to respond to the development needs of youth in Guyana. The organisation targets youth ages 13-35 years old. According to the Caribbean Development Bank (CDB), youth is the primary agents of change and the building blocks of society (CDB, 2020). It was also pointed out that youth are often among the most vulnerable to poverty, marginalisation and exclusion (CDB, 2020). Whilst government plays a significant role in bridging the development gap of youth through various Educational and youth programmes, civil society organisations play a significant role in supporting youth that are unable, unmotivated or ill-equipped to access the relevant resources and opportunities.

2.2 Company/Enterprise background

In keeping with the CDB Youth Policy 2020, the Youth Leadership Programme is grounded in youth responsive interventions, building youth assets and agency¹; engaging youth as valued and equal partners; safeguarding youth from violence and exploitation as well as promoting and protecting youth rights, supporting youth via the delivery of programmes that, at a minimum, meet basic developmental needs (CDB, 2020). Specifically the five programmatic areas of the organisation will be centered on building competence, confidence, connection, character and compassion (US Department of Education, 2007).

2.2.1 Mission and vision statements

Vision

To provide soft skills and technical skills training to a minimum of 200 youth within the first three years of operation

Mission Statement

To create a safe haven where the talent and vision of youth can be nurtured

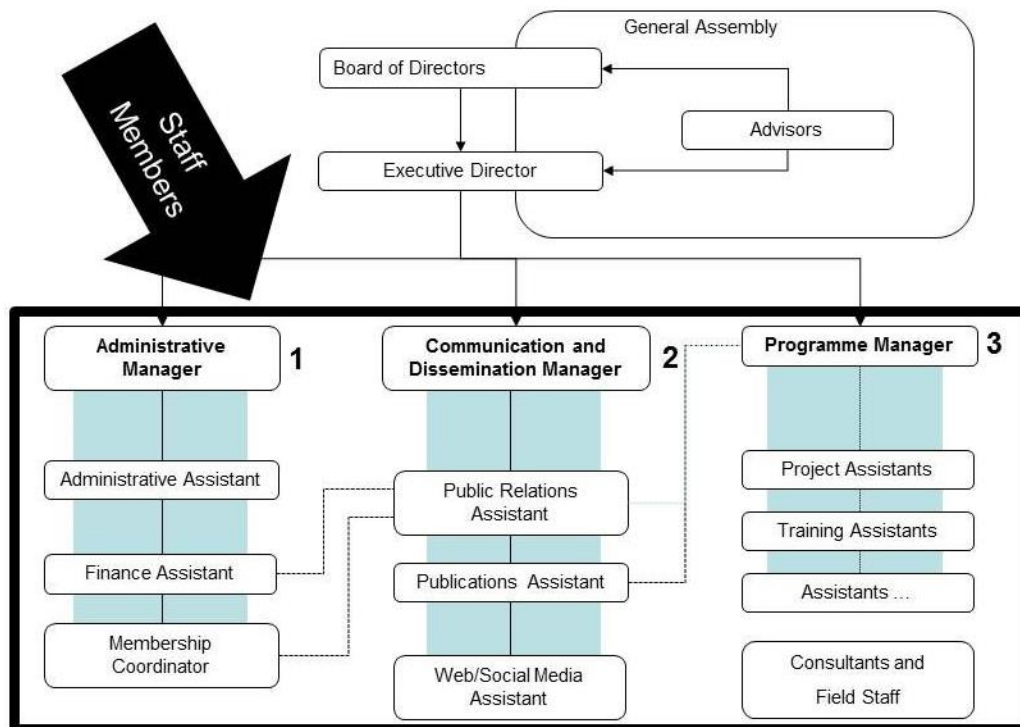
2.2.2 Organizational structure

The Board of Directors, which will comprise seven community members, will provide guidance on the governance and strategic direction of the organisation. The Executive Director, who also serves as the Project Manager, will serve as an *ex officio* member of the Board of Directors and will be responsible for managing the day-to-day operations of the

Youth Leadership Programme Secretariat to facilitate the sustained and effective implementation of programmes.

The Secretariat will comprise three functional departments, the Administrative, the Communications and the Programme Departments. The Administrative Department will be headed by an Administrative Manager and supported by the Administrative Assistant and Finance Assistant. The Communications Manager leads the Communication Department and is assisted by the Communications Assistant. The Project Manager will oversee the implementation of all programmes. The Project Manager is assisted by the Project Assistant, Administrative team, consultants and field staff.

Figure 2.2.1: Organisational Structure of the Youth Leadership Programme



Adopted from FundsforNGOs (<https://www.fundsforngos.org/free-resources-for-ngos/organizational-chart-ngo/>)

2.2.3 Intended Products to be offered by the Youth Leadership Programme

i. Soft Skills Training

Swimming, Public Speaking, Etiquette, Sports, Music, STEM, Robotics, Art

ii. Technical Skills

Tailoring, Barbering, Photography / videography, Electrical, Plumbing, Construction

iii. Job readiness training

iv. Counselling

v. Empowerment Sessions

2.2.4 Project Management concepts

2.2.5 Project management principles

The following principles, outlined the PMBOK Guide (2017) will govern the execution of projects within the organisation:

- Discipline of action (e.g., respect for authority including the project supervisors, the University staff, the student and the stakeholders that will be consulted during this process);
- Unity of direction (e.g., clear agreement between the student and supervisor about the project that will be undertaken);

- General goals of the organization take precedence over individual goals (the project will be governed by the goals set out by the University)
- Clear communication channels (between the supervisor, student and the University)
- Open contribution to planning and execution by each person; and
- Optimal morale.

2.2.6 Project management domains

- Stakeholders* – The University of the International Cooperation, the Student, the Project Supervisor, the project sponsor, Project Manager, Project Assistant, Architectural Engineer, Builder, Landscaper, Photography Consultant, New Amsterdam Mayor and Town Council, The Fire Department, Material and Equipment Suppliers, youth in community and general members of the community
- Team* – the student will be the main executor of this project
- Development Approach and Life Cycle* – The Predictive development approach will be utilised for this project. A baseline project schedule will be determined and agreed on during the graduation seminar course for the Final Graduation Project. This schedule will be used to guide the implementation of activities and to track the status of the project.
- Planning* – The project planning will be undertaken through the Graduation Seminar Course will completed during a period of a six-week period from July 1, 2025 to August 18, 2025. During the planning phase the Project Charter, the Project

Introduction, Theoretical Framework and Methodological Framework were developed.

- v. *Delivery* – The project is expected to be delivered during the period September 2, 2025 to by December 3, 2025. The delivery of the project will be completed in the following phases: build, test and delivery. The ‘build’ phase will include the development of the draft project document in accordance with the approved Project Charter and theoretical and methodological framework. The ‘test’ phase will include the review of the draft document by the supervisor. The final delivery of the project will be to the project readers.

- vi. *Measurement* -

The schedule performances of the project will be measured at key intervals throughout the project:

- a. Sustainability Performance Indicators

- Use of local labour
- Training of staff
- Prioritise the purchase of products and services from local suppliers
- Minimise Energy consumption within the building
- Avoided GHG emissions from the operation of the building
- Reduce the use of non-renewable technology
- Reduce water consumption
- The building contributes to economic development of local citizens

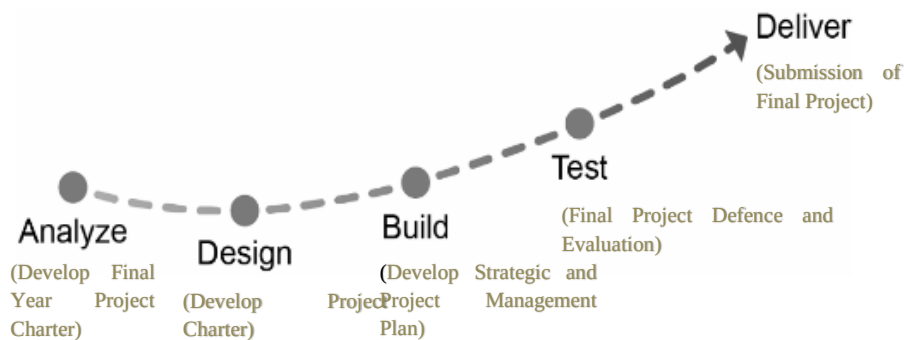
- b. Schedule performance indicators
 - i. Schedule Performance Index
- vii. *Uncertainty* – The risks associated with this project was identified during the development of the Project Charter. These included:

2.2.7 Predictive, adaptive, and hybrid projects

The predictive Project life cycle will be utilised for the implementation of the projects. In predictive Project life cycle “the project deliverables are defined at the beginning of the project and any changes to the scope are progressively managed” (PMI, 2017 pp. 131).

2.2.8 Project life cycle

Figure 2.2.2: Project Life Cycle



Adopted from Project Management Institute, Agile Practice Guide, Project Management Institute, Inc. 2017, Figure 3-2, Page 21

2.2.10 Company strategy, portfolios, programs and projects

Figure 2.2.3 : Strategic Plan - Youth Leadership Programme

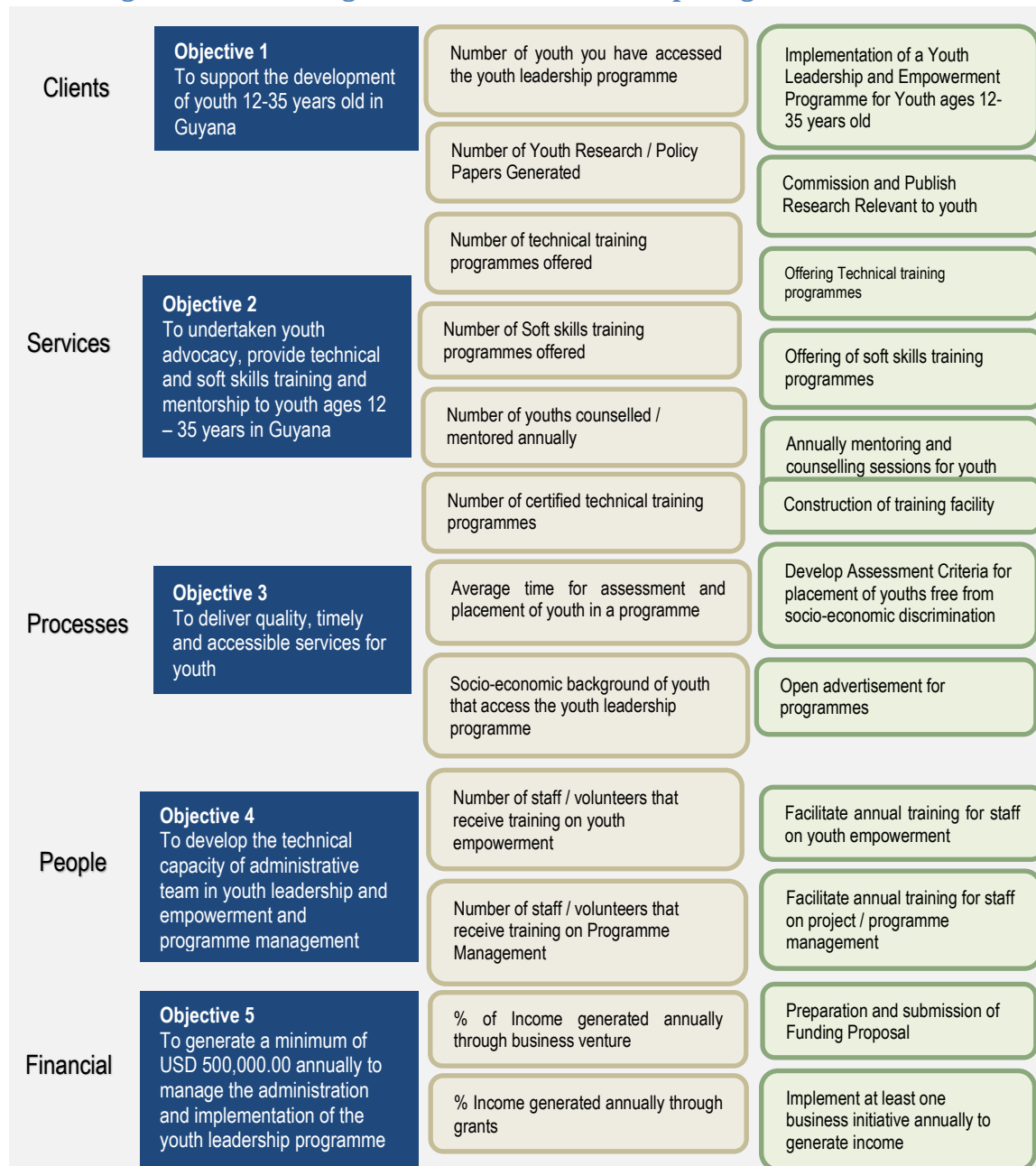


Figure 2.2.4: Port Folio, Programme and Projects – Youth Leadership Programme

Port Folio	Skills Building and Employment			Mentorship and Life Skills Training
Programmes	Technical Skills Building	Soft skills training	Job Readiness Support	Recreational and life skills training
Projects	Six-month Introductory Course to carpentry	Five Leadership and Empowerment training sessions for boys between ages 13-30 years old	Two-week Job Readiness summer training	Implementation of Six-Week Swimming Programme for Youth
	Six-month Introductory Course to plumbing	One week training session on Public Speaking for youths	Training Youth on preparing CVs and cover letters	After football training programme for youth 12-18 years old
	Six-month Introductory Course to Electrical Installation	Introductory Training on culinary skills	Host one Job fair for youths	Basketball summer training for youth 12-18 years old
	CVQ Occupational Standard in Photography – Level I	Construction of training facility	Construction of training facility	First aid training
	CVQ Occupational Standard for Camera Operations – Level II	Three-month Introductory course to Music		Chess Club – Chess training
	Six Week Introductory Course to Driving			Construction of recreational sports facilities
	Construction of technical training facility			Site seeing and historical tours
				Fun day for mentors and mentee

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

2.3.1 Current situation of the problem or opportunity in study

A youth Leadership Programme is proposed to be established to address development needs of youth in Guyana. The Youth Leadership Programme has received financial support from the European Union to undertake a project to support the technical training from youths in Photography and Videography. This project will facilitate the development of a Project Management plan for the development of an administrative and training building, one of the proposed projects to be undertaken within the first five years of the establishment of the programme. The Administrative and Training Building are important for the delivery of quality service to youths and the long-term sustainability of the programme.

2.2.12 Previous research done for the topic in the study

The Project Management Institute defines a Project Management Plan as a document that “describes how the project will be executed, monitored and controlled, and closed” (PMI, 2017, pp 86). The Project Management Plan is completed during project planning, the second of the five processes in the project life cycle. The PMBOK identifies the following subsidiary plans that comprise the Project Management Plan. These are the Change Control Plan, Communications Management Plan, Cost Management Plan, Iteration Plan, Procurement Management Plan, Quality Management Plan, Release Plan, Requirements Management Plan, Resource Management Plan, Risk Management Plan, Scope Management Plan, Stakeholder Management Plan and Test Plan.

2.2.13 Other theories related to the topic in the study

Roberts (2025) proposed that The Construction Management Plan should comprise of Project Scope, budget, timeline, quality control, risk management plan and Communication Plan. This is less detailed than the Project Management Plan described in the PMBOK Guide (2017).

3 METHODOLOGICAL FRAMEWORK

The methodology framework section describes the information sources, research methods, tools, assumptions, constraints, and deliverables of the project.

3.1 Information sources

3.1.1 Primary sources

Sources of primary information will include:

- i. Subject Experts in the field of construction and photography
- ii. Online Software Tools

3.1.2 Secondary sources

The sources of secondary information for this project will include:

- i. Project Documents – Project Charter
- ii. Local and Online Material and Equipment Suppliers
- iii. Expert publications in the field of Construction and Photography
- iv. Organisational Process Assets - European Commission
 - a. Financial Procedures

- b. Communication
 - c. Reporting
 - d. Monitoring
- v. Organisational Processes Assets - Youth Leadership Programme
 - a. Strategic Plan
 - b. Port Folio, Programme and Projects
- vi. Enterprise environmental factors - Training Curriculum Guide
 - a. CVQ Occupational Standard in Photography – Level I
 - b. CVQ Occupational Standard for Camera Operations – Level II
- vii. Enterprise environmental factors - National standards documents on building, fire, electrical safety requirements
 - a. Guyana National Building Codes
 - b. The Municipal and District Council Act – Laws of Guyana – Chapter 28:01
 - c. Town and Country Planning Act – Laws of Guyana Chapter 20:01
 - d. Guyana Electrical Code

Figure 3.1.1: Information Sources for the development of the Project Management Plan

Objectives	Information sources	
	Primary	Secondary
To Develop a Scope Management Plan for the construction of a Photography and Videography Training Facility	Expert Judgement – Civil Engineer Expert Estimation online tools (https://generationhbc.com/building-materials-calculator/)	• Project Charter • Online subject Experts • Organisational Chart – Youth Leadership Programme • Strategic Plan - Youth Leadership Programme
To Develop a Schedule Management Plan for the construction of a Photography and Videography Training Facility	Expert judgement - Civil Engineer Expert	• Project Charter • Scope Management Plan • Business documents
To Develop a Cost Management Plan for the construction of a Photography and Videography Training Facility	Expert judgement - Civil Engineer Expert	• Project charter • Scope Management Plan • Schedule Management Plan • Deliverables • Quotations from potential material and equipment suppliers • Organizational process assets
To develop a Quality Management Plan for the construction of a Photography and Videography Training Facility	Expert judgement - Civil Engineer Expert	• Project Charter • EU Project Guide • National Building Code • CVQ Occupational Standard in Photography - Level 1

Objectives	Information sources	
	Primary	Secondary
		• CVQ Occupational Standard for Camera Operations – Level II • Photography Requirements • Mak, 2025. https://johnmakphotography.com/equipment-list-for-photography-studio/ • Isa-Aydin, 2025. https://www.isa-aydin.com/articles/photography-studio-requirements/ • Development approach • Guidelines and Criteria • Team resource availability and skills and physical resource availability • National Building Code • The Municipal and District Council Act – Laws of Guyana – Chapter 28:01 • Town and Country Planning Act – Laws of Guyana Chapter 20:01
To develop a Resource Management Plan for the construction of a Photography and Videography Training Facility	Expert judgement - Civil Engineer Expert	• Project Charter • Scope Management Plan • Schedule Management Plan • Cost Management Plan

Objectives	Information sources	
	Primary	Secondary
To develop a Communications Management Plan for the construction of a Photography and Videography Training Facility	Expert judgement - Civil Engineer Expert	Project charter • Scope Management Plan • Schedule Management Plan • Cost Management Plan • Quality Management Plan • EU Communication and Visibility Policy (https://commission.europa.eu/funding-tenders/managing-your-project/communicating-and-raising-eu-visibility_en) • EU Grant Policy (https://commission.europa.eu/funding-tenders/managing-your-project/managing-your-project-under-grant-agreement_en)
To develop a Risk Management Plan for the construction of a Photography and Videography Training Facility	Expert judgement - Civil Engineer Expert	• Project Charter • Scope Management Plan • Schedule Management Plan • Cost Management Plan • Resource Management Plan • Quality Management Plan • Communications Management Plan

Objectives	Information sources	
	Primary	Secondary
		• Procurement Management Plan
To develop a Procurement Management Plan for the construction of a Photography and Videography Training Facility	Expert judgement - Civil Engineer Expert	• Project charter • Business documents • Resource Management Plan • European Union Financial Regulations • Subject Experts

3.2 Research methods

3.2.1 Qualitative - The qualitative methodology intends to understand a complex reality and the meaning of actions in a given context (Queirós, 2017).

3.2.2 Quantitative - On the other hand, the quantitative methodology seeks to obtain accurate and reliable measurements that allow a statistical analysis (Queirós, 2017).

The summary of research methods is shown in Table 2 below.

Table 3.2.1: Research Methods for the Development of the Project Management Plan

Objectives	Research methods	
	Quantitative	Qualitative
To Develop a Scope Management Plan for the construction of a Training Facility of the Youth Leadership Programme		• Interview with technical expert • Decomposition
To Develop a Schedule Management Plan for the construction of a training facility	Three-point estimation	• Interview with technical expert

Objectives	Research methods	
	Quantitative	Qualitative
for the Youth Leadership Programme	PERT estimation formula ($tE = (tO + 4tM + tP)/6$).	• Decomposition • Review of secondary documents and data
To Develop a Cost Management Plan for the construction of a training facility for the Youth Leadership Programme	• Three-point estimation • PERT • Market research	• Interview with technical expert • Decomposition • Review of secondary documents and data
To develop a Quality Management Plan for the construction of a training facility for the Youth Leadership Programme		• Interview with technical expert • Prioritisation of project requirements
To develop a Resource Management Plan for the construction of a training facility for the Youth Leadership Programme	• Calculation of Resource Schedule	• Interview with technical expert
To develop a Communications Management Plan for the construction of a training facility for the Youth Leadership Programme		• Interview with technical expert • Prioritisation of stakeholders • RACI Methodology
To develop a Risk Management Plan for the construction of a training facility for the Youth Leadership Programme		• Interview with technical expert • Prioritisation of Risks

Objectives	Research methods	
	Quantitative	Qualitative
To develop a Procurement Management Plan for the construction of a training facility for the Youth Leadership Programme		• Interview with technical expert • Interview with volunteers of the Youth Leadership Programme • Review of secondary documents and data

3.2.1 Tools

Table 3.2.2: Tools for the development of the Project Management Plan (Source PMI, 2017)

Objectives	Tools
To Develop a Scope Management Plan for the construction of a Training Facility of the Youth Leadership Programme	i. <i>Expert Judgement</i> – Civil Engineering Expert ii. <i>Decomposition</i> – this technique was used to breakdown deliverables into smaller activities and tasks
To Develop a Schedule Management Plan for the construction of a training facility for the Youth Leadership Programme	i. <i>Expert Judgement</i> • Civil Engineering Expert • Online Expert Sources ii. <i>Decomposition</i> – this technique was used to breakdown deliverables into smaller activities and tasks iii. <i>Three-point estimating</i> – This method was used to estimate the duration of activities

Objectives	Tools
	iv. <i>Critical Path Method (CPM)</i> - The Critical Path Method will be used to identify the sequence of tasks that form the longest path and determine the project's critical path. v. <i>Gantt Chart</i> – The Gantt Chart will be used to show how each activity is sequenced and their dependencies
To Develop a Cost Management Plan for the construction of a training facility for the Youth Leadership Programme	i. <i>Expert Judgement</i> • Civil Engineering Expert • Online Expert Sources
To develop a Quality Management Plan for the construction of a training facility for the Youth Leadership Programme	i. Expert Judgement • Civil Engineering Expert • Online Expert Sources ii. Data gathering on the project requirements iii. Data analysis – Qualitative Prioritisation of requirements using the MoSCoW Method
To develop a Resource Management Plan for the construction of a training facility for the Youth Leadership Programme	i. <i>Expert Judgement</i> • Civil Engineering Expert • Online Expert Sources ii. Data representation iii. Organizational theory
To develop a Risk Management Plan for the construction of a training facility for the Youth Leadership Programme	i. <i>Expert Judgement</i> • Civil Engineering Expert • Online Expert Sources • Qualitative Analysis of Risk • Risk Matrix
To develop a Procurement Management Plan for the construction of a training	i. Expert judgment ii. Data gathering

Objectives	Tools
facility for the Youth Leadership Programme	
To develop a Communication Management Plan for the construction of a training facility for the Youth Leadership Programme	i. Expert judgment ii. Prioritisation of Stakeholders using RACI Methodology

3.2.2 Assumptions and constraints

This chapter includes a description of the assumptions and constraints that may influence the achievement of each objective. The summary of assumptions and constraints are show in the table below.

Table 3.2.3: Assumptions and Constraints

Objectives	Assumptions	Constraints
To Develop a Scope Management Plan for the construction of a Training Facility of the Youth Leadership Programme	There will be adequate information available to complete the Plan	<i>Cost</i> – Limited finance to host consultations or to gather primary data <i>Time</i> – Three months to complete final graduation project
To Develop a Requirements Management Plan for the construction of a training facility for the Youth Leadership Programme	There will be adequate information available to complete the Plan	<i>Cost</i> – Limited finance to host consultations or to gather primary data <i>Time</i> – Three months to complete final graduation project
To Develop a Schedule Management Plan for the construction of a training facility for the Youth Leadership Programme	There will be adequate information available to complete the Plan	<i>Cost</i> – Limited finance to host consultations or to gather primary data <i>Time</i> – Three months to complete final graduation project
To Develop a Cost Management Plan for the construction of a training facility for the Youth Leadership Programme	There will be adequate information available to complete the Plan	<i>Cost</i> – Limited finance to host consultations or to gather primary data <i>Time</i> – Three months to complete final graduation project
To develop a Quality Management Plan for the construction of a training facility for the Youth Leadership Programme	There will be adequate information available to complete the Plan	<i>Cost</i> – Limited finance to host consultations or to gather primary data <i>Time</i> – Three months to complete final graduation project

Objectives	Assumptions	Constraints
To develop a Resource Management Plan for the construction of a training facility for the Youth Leadership Programme	There will be adequate information available to complete the Plan	<i>Cost</i> – Limited finance to host consultations or to gather primary data <i>Time</i> – Three months to complete final graduation project
To develop a Risk Management Plan for the construction of a training facility for the Youth Leadership Programme	There will be adequate information available to complete the Plan	<i>Cost</i> – Limited finance to host consultations or to gather primary data <i>Time</i> – Three months to complete final graduation project
To develop a Procurement Management Plan for the construction of a training facility for the Youth Leadership Programme	There will be adequate information available to complete the Plan	<i>Cost</i> – Limited finance to host consultations or to gather primary data <i>Time</i> – Three months to complete final graduation project

3.2.3 Deliverables

The following will be the deliverables under this project will be a Project Management Plan, which will include:

- i. The Scope Management Plan
- ii. Schedule Management Plan
- iii. Cost Management Plan
- iv. Quality Management Plan

- v. Resource Management Plan
- vi. Procurement Management Plan
- vii. Communications Plan
- viii. Risk Management Plan

Table 3.2.4: Deliverables

Objectives	Deliverables
To Develop a Scope Management Plan for the construction of a Training Facility of the Youth Leadership Programme	Scope Management Plan • Project Objectives • Deliverables • Scope Statement • Work Breakdown Structure (WBS) • WBS Dictionary • Roles and Responsibilities • Sponsor Acceptance • Scope Control (Roseke, 2025).
To Develop a Schedule Management Plan for the construction of a training facility for the Youth Leadership Programme	Schedule Management Plan. • Schedule Development • Schedule Control • Schedule Changes • The Project Schedule (Hartney, 2016).
To Develop a Cost Management Plan for the construction of a training facility for the Youth Leadership Programme	Cost Management Plan • Resource Plan • Cost Estimation • Project Budget • Budget Control (Keup, 2022).

Objectives	Deliverables
To develop a Quality Management Plan for the construction of a training facility for the Youth Leadership Programme	Quality Management Plan • Project Requirements • Prioritisation of Project Requirements • Definition of Requirements • Quality Management and Control Measures (Roseke, 2025).
To develop a Resource Management Plan for the construction of a training facility for the Youth Leadership Programme	Resource Management Plan • Resource Identification: • Resource Availability • Resource Allocation • Resource Utilization • Resource Tracking • Resource Constraints • Contingency Plans • Communication (Begin Project Management, 2025)
To develop a Procurement Management Plan for the construction of a training facility for the Youth Leadership Programme	Procurement Management Plan • Roles and Responsibilities • Project scheduling • Vendor control • Estimating • Risk management • Payment

Objectives	Deliverables
	• Constraints and Assumptions (Hartney, 2024).
To develop a Communication Management Plan for the construction of a training facility for the Youth Leadership Programme	• Stakeholder Prioritisation • Communication Tools Matrix
To develop a Risk Management Plan for the construction of a training facility for the Youth Leadership Programme	Risk Management Plan • Risk Identification • Risk Assessment • Risk Response Plan • Assign Risk Owners (Landau, 2024)

4 RESULTS

This section describes the results of this project, which is the Project Management Plan for the construction of the Photography and Videography training facility. The Project Management Plan developed for this project consists of the Scope Management Plan, the Schedule Management Plan, the Cost Management Plan, the Quality Management Plan, Resource Management Plan, Procurement Management Plan, Communication Management Plan and Risk Management. The Plan are further elaborated on in Sections 4.1 to 4.9.

4.1 Plan Scope Management

The Scope Management Plan describes how the project and product will be defined, validated and controlled (PMI, 2017, pp. 567). The Scope Management Plan presented in this chapter includes the Scope Statement, the Work Breakdown Structure (WBS), the Scope Baseline/Deliverables, and the Acceptance Criteria for the project. The information for the Scope Management Plan was gathered through secondary expert information sources in the construction and photography and videography industries.

4.1.1 Project Objectives

General Objectives

The project will facilitate the construction and outfitting of a photography and videography Training Facility

Specifically the project will seek to:

1. Prepare the mechanical and structural design for training facility for photography and videography
2. Construct a training facility for photography and videography in accordance with the mechanical and structural design
3. Outfit a training facility with photography and videography equipment to facilitate training

4.1.2 Scope Statement

The project will facilitate the construction of a 30 x 30 feet photography and videography training laboratory. The project will support the development of the building design, construction of the building and equipping of the building with photography and videography equipment. The photography and videography training laboratory will provide technical training to a minimum of 15 youths annually.

4.1.3 Deliverables / Scope Baseline

- i. Mechanical and Structural Design for Photography and Videography Laboratory
- ii. 30x 30 feet Photography and Videography Training Building
- iii. Outfitted Photography and Videography Training Laboratory

4.1.4 Scope-related constraints

Deliverable	Product	Constraint	Justification
1. Design of Photography and Videography	Studio Space	At least 25 feet wide on both sides with no columns obstructing the shoot area (ISA AYDIN Commercial Product Photography, 2024)	To allow for shooting different styles and equipment setups

Deliverable	Product	Constraint	Justification
2. Construction of Photography and Videography Training Building	Ceiling	At least 12 feet high (ISA AYDIN Commercial Product Photography, 2024)	To avoid unwanted reflection and to allow for overhead lighting, cranes, and booms
	Walls	Matte white or gray (ISA AYDIN Commercial Product Photography, 2024)	To avoid interference with lighting setups
	Accessibility (Parking space)	Parking space – 13 – 9x18 feet parking lots (American Legal Publishing Code Library, 2025) Door width - 32 – 36 inches (Guyana Code of Practice for Building, 2005; Republic of Guyana, Persons with Disabilities Act, 2010) Door Opening Type – Automatic Opening	Sufficient door opening for wheelchair access, parking space for students and team (ISA AYDIN Commercial Product Photography, 2024)
	Floors	Hardwood, concrete or laminated flooring (ISA AYDIN Commercial Product Photography, 2024)	For easy maintenance
	Power and electrical setup	High-voltage outlets (More than 2000 Watts) Backup generator (ISA AYDIN Commercial Product Photography, 2024)	For heavy power usage Surge protectors Dedicated power circuits
Outfitted Photography and videography Training Facility	Camera	Mirrorless and medium-format Cameras - (Mak, 2025) (ISA AYDIN Commercial Product Photography, 2024)	Provides high-resolution images, accurate colour reproduction
	Lenses	24-70mm Zoom Lens ((Mak, 2025)	For tight groupings, moving subjects or multi-angle coverage

Deliverable	Product	Constraint	Justification
		50mm Prime Lens (Mak, 2025)	For full-body or environmental portraits
		35mm or 40mm Lens (Mak, 2025)	Wider coverage to fit multiple people without distortion; for storytelling and capturing multiple subjects in frame
		85mm Prime Lens (Mak, 2025)	For headshots
		100mm Macro Lens (Mak, 2025)	To capture small details with sharpness and clarity
		135mm or 150mm Prime Lens (Mak, 2025)	Compressed perspective, flattering facial proportions, and high-detail captures
		Tilt-Shift Lens	Provides creative editorial effects (Mak, 2025)
	Tripods	Heavy-duty C-stands (ISA AYDIN Commercial Product Photography, 2024)	
	Tethering Cable and Extension Cables	Tethering cable to connect the camera to the laptop (including multiple spare cables) (ISA AYDIN Commercial Product Photography, 2024)	
	Monitors	- Resolution: 4K or higher - Panel Type: IPS panels - Colour Coverage: 99–100% of AdobeRGB	- For precise detail. - For accurate colours and wide viewing angles - For true-to-life colours. (Mak, 2025)
	Laptops	- Processor - Apple M4 Pro/Max or Intel i7/i9 (14th gen+) / AMD Ryzen 9 - RAM - 32GB minimum (64GB recommended for	- For multitasking & AI-based editing (Mak, 2025)

Deliverable	Product	Constraint	Justification
		Lightroom + Photoshop + video editing) (Mak, 2025). - Storage - At least 1TB SSD for large RAW libraries (Mak, 2025). - Display - 4K or Retina, covering 100% sRGB / AdobeRGB. (Mak, 2025). - Ports - Thunderbolt 4/5/ USB-C for tethering and fast data transfer (Mak, 2025)	
	Printer	- Colour Accuracy - wide colour gamut (AdobeRGB or DCI-P3) (Mak, 2025)	For true-to-life tones. -
		- Print Size - between 8×10”, 11×14”, or large-format printers depending on your output needs. (Mak, 2025)	-
		- Ink Type i. Pigment-based - ii. Dye inks - faster and cheaper but fades quicker. (Mak, 2025)	For longevity and vibrant colours.
		- Connectivity USB, Wi-Fi, or Ethernet connections (Mak, 2025)	For easy tethered printing during shoots.
	Memory Card	- Speed Class - high-speed cards	For large RAW files and 4K video.
		- Capacity - 64GB, 128GB, or higher	For long sessions.
		- Durability- waterproof, shockproof, and temperature-resistant cards	For extra safety.
		- Compatibility - Matches the camera (SD, microSD, or other formats).	-

Deliverable	Product	Constraint	Justification
	External SSD Drives	- SSD Enclosures (Thunderbolt 5) (Mak, 2025)	-
	Camera Bags	50L capacity	
		Padded interior with dividers (Mak, 2025)	To Protect gear
	Equipment Case	- External Dimensions: 37.8" x 11.4" x 15.7" (96 x 29 x 40 cm); - Internal Dimensions: 34.6" x 9.8" x 13.8" (88 x 25 x 35 cm);	-
		High-quality nylon and plastic material	To endure heavy-duty use
		Spacious main compartment with adjustable dividers	To accommodates various photography equipment and accessories.
		Two wheels and a top handle	For convenient transport
	Lighting Set	(4) 7ft/200cm Light Stands,	
		(2) Single Head Light Holders	
		(4) 24W 5700K LED Bulbs (total equivalent to 800W regular incandescent bulbs),	
		(2) 33"/84cm Umbrellas,	
		(2) 24" x 24"/60cm x 60cm Softboxes,	
		(3) 1.8m x 2.8m/6ft x 9ft Polyester Backdrops (Black/White/Green),	
		(6) Backdrop Clamps,	
		(1) 2.6m x 3m/8.5ft x 10ft Background Stand Support System,	

Deliverable	Product	Constraint	Justification
		a Carry Bag for Background Support System, and	
		a Carry Bag for Continuous Lighting Kit	
	Extension Cables	20 feet (Black)	
		50 feet (Black)	

4.1.5 Acceptance Criteria

- i. Photography and Videography Training Laboratory design meets the requirement of local authority, the project sponsor and industry standards and other stakeholders. Building Design approved by the Guyana Housing Authority.
- ii. Constructed Photography and Videography Training Laboratory is in keeping with the approved design. Building approved by the Guyana Electrical Inspectorate, the Guyana Fire Service and the Guyana Bureau of Standards.
- iii. Outfitted Photography and Videography Training Laboratory meets minimum instructions and industry standards

4.1.6 Work Breakdown Structure

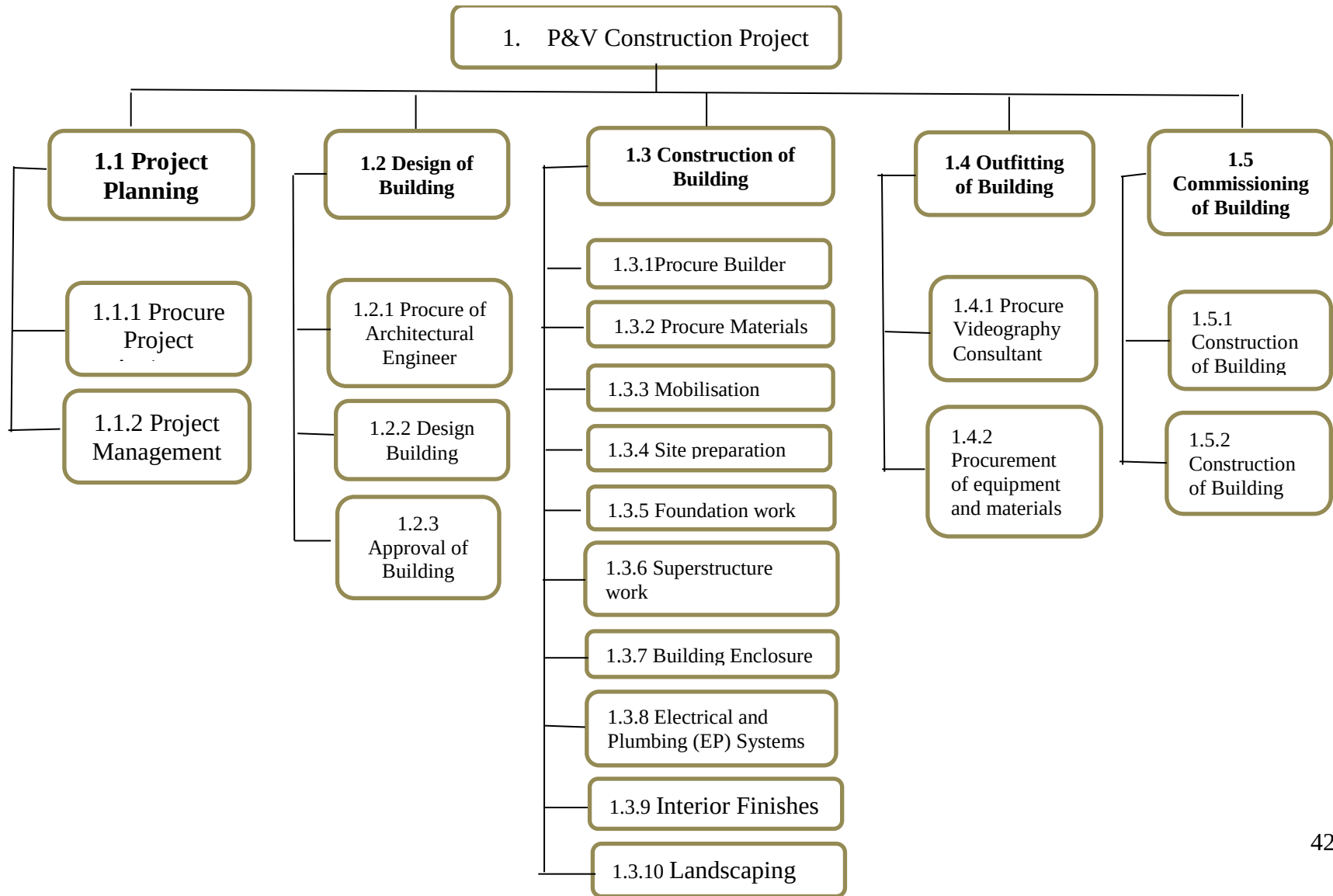
Table 4.1.1 and Figure 4.1.1 below provides an outline of the work breakdown structure for the project. This work breakdown structure for the project include the major milestones and activities under the project. The work breakdown structure comprise of five major milestones, project planning, design of building, construction of building, outfitting of building and

commissioning of building. The activities outlined in the construction phase of the WBS were guided by Henderson’s (2024) publication, “Ten Steps to Construction”.

Table 4.1.1: Breakdown Structure - P&V Construction Project

WBS Code	Description
1	Photography and Videography Training Laboratory
1.1	Project Planning
1.1.1	Procure Project Assistant
1.1.2	Project Management Plan
1.2	Design of Building
1.2.1	Procurement of Architectural Engineer
1.2.2	Preparation of Building Design
1.2.3	Approval of Building design
1.3	Construction of Building
1.3.1	Procurement of Building Contractor
1.3.2	Procurement of Materials
1.3.3	Mobilisation
1.3.4	Site preparation
1.3.5	Foundation / substructure work
1.3.6	Superstructure work
1.3.7	Building Enclosure
1.3.8	Mechanical, Electrical and Plumbing (MEP) Systems installation
1.3.9	Interior Finishes
1.3.10	Landscaping
1.4	Outfitting of Building
1.4.1	Procurement of Videography Consultant
1.4.2	Procurement of equipment and materials
1.4.3	Installation of equipment
1.5	Commissioning of Building
1.5.1	Final Construction
1.5.2	Commissioning Ceremony

Figure 4.1.1:
Work Breakdown Structure – P&V Construction Project



4.2 Schedule Management Plan

The Schedule Management Plan defines how scheduling for the P&V Construction Project will be approached and provides a framework for organizing all time-related activities. It ensures that the project team and the project sponsor are aligned on how time will be tracked, updated, and controlled throughout the project's lifecycle. The Schedule Management Plan is designed to prevent inconsistencies in scheduling, which could result in delays, putting the entire project timeline at risk and jeopardizing the successful delivery of the project.

Development of the project Schedule Management Plan included defining the project activities, sequencing the activities, estimating the duration of activities, and identifying dependencies and the critical path.

4.2.1 Project Activity list chart including: coding, activity name, predecessors/successors list, activities duration

Table 4.2.1 provides a detailed activity list for the Photography and Videography Training Facility Construction project outline in the Work Breakdown Structure. The predecessor and successor for each activity is included as well as the activity duration. The activity duration was estimated through consultation with an engineering expert, that provides support to the Youth Leadership Programme. The three-point method comprising the Most Likely time (tM), the Optimistic Time (tO) and the Pessimistic Time (tP) was used to derive a more accurate estimation of the project duration. The Most Likely time (tM), the Optimistic time (tO) and Pessimistic time (tP) for each activity were estimated using educated guesses based on past experiences in

implementing similar projects (see Table 3 below). The Expected Duration (tE) for each activity was calculated using the PERT formula ($tE = (tO + 4tM + tP) / 6$).

Table 4.2.1: Activity List Chart

Code	Activity Name	Predecessors	Successors	Optimistic Duration (tO)	Mostly Likely Duration (TM) (Days)	Pessimistic Duration (tP)	Expected duration (tE)	Variance	Standard Deviation
1.1 Project Planning									
1.1.1	Procurement of Project Assistant		1.1.2	20	30	40	30	4	16
1.1.2	Prepare Project Management Plan	1.1.1	1.2.1	45	60	75	60	34	1156
1.2 Design Building									
1.2.1	Procurement of Architect	1.1.1, 1.1.2	1.2.2	14	20	30	20	-6	36
1.2.2	Design of Building	1.2.1	1.2.3	14	18	21	18	-8	64
1.2.3	Approval of design / building permits	1.2.2	1.3.1	14	20	30	20	-6	36
1.3 Construction of Building									
1.3.1	Procurement of Building Contractor	1.2.3	1.3.2, 1.3.3	30	45	45	45	19	361
1.3.2	Procurement of Materials	1.2.3, 1.3.1	1.3.4	14	20	20	20	-6	36
1.3.3	Mobilisation	1.3.1	1.3.4	7	10	10	10	-16	256
1.3.4	Site preparation	1.3.1, 1.3.2, 1.3.3	1.3.5	7	10	10	10	-16	256

Code	Activity Name	Predecessors	Successors	Optimistic Duration (tO)	Mostly Likely Duration (TM) (Days)	Pessimistic Duration (tP)	Expected duration (tE)	Variance	Standard Deviation
1.3.5	Foundation / substructure work	1.3.1, 1.3.2, 1.3.3, 1.3.4	1.3.6	14	15	15	15	-11	121
1.3.6	Superstructure work	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5	1.3.7	21	15	15	15	-11	121
1.3.7	Building Enclosure	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6	1.3.8	30	30	30	30	4	16
1.3.8	Mechanical, Electrical and Plumbing (MEP) Systems installation	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6	1.3.9	14	15	15	15	-11	121
1.3.9	Interior Finishes	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6, 1.3.7, 1.3.8	1.4.3	21	25	25	25	-1	1
1.3.10	Landscaping	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6	1.4.2	14	25	20	20	-6	36
1.4 Outfitting of building									
1.4.1	Procurement of Videography Consultant	1.2.3	1.4.2	21	25	30	25	-1	1

Code	Activity Name	Predecessors	Successors	Optimistic Duration (tO)	Mostly Likely Duration (TM) (Days)	Pessimistic Duration (tP)	Expected duration (tE)	Variance	Standard Deviation
1.4.2	Procurement of equipment and materials	1.4.1	1.4.3	30	10	35	10	-16	256
1.4.3	Installation of equipment	1.3.9	1.5.1	7	30	14	30	4	16
1.5 Commissioning of Building									
1.5.1	Final Construction	1.4.3	1.5.2	3	5	7	5	-21	441
1.5.2	Commissioning Ceremony	1.5.1		1	30	1	30	4	16
	Average duration						26		

4.2.2 Project schedule and critical path

The activity schedule was inputted into the Project Management scheduling software (ProjectLibre), and the critical path for the project was identified. The schedule does not include weekends.

4.2.2.1 Project schedule in ProjectLibre

The estimated duration of the project is 17 months. The project will commence on October 1, 2026 and conclude on March 6, 2028. The Gantt was used to display the project's schedule. See attached PDF file to view the project schedule.

4.2.2.2 Critical path (shown on the project schedule)

The following activities on the critical path. Delays in these activities will delay the execution of the entire project.

- 1.1.1 Procurement of the Project Assistant
- 1.1.2 Development of the Project Management Plan
- 1.2.1 Procurement of the Architectural Engineer
- 1.2.2 Development of the Building Design
- 1.2.3 Approval of Building Designs
- 1.3.1 Procurement of Builder
- 1.3.2 Procurement of Material
- 1.3.4 Site Preparation
- 1.3.5 Foundation / Substructure
- 1.3.6 Superstructure Work

1.3.6 Building Enclosure

1.3.8 Interior Finishes

1.4.3 Installation of Photography and Videography Equipment

1.5.1 Final Construction

1.5.2 Commissioning Ceremony.

See attached PDF file to view the project's critical path

4.2.3 Schedule control procedure

Frequency of update/review

In order to keep the project on schedule, the activity and project schedules will review at weekly project team meetings with project team members. The status of the project schedule will also be reported during monthly meetings with the project sponsor and in quarterly reports to the project sponsor.

Performance Measurement criteria

Project delays of more than 15% will be red flagged and addressed promptly.

Schedule Analysis

Parameters that will be used to evaluate schedule variance include the Planned Value, Earned Value and Actual cost. **Variance Analysis** will be used to compare the performance measurement baseline to the actual schedule and cost performance. For the schedule variance, the ratio of the earned value to the planned value will be used ($SPI = EV/PV$). If the SPI value is less than 1.0, this indicates less work was completed than planned. On the other hand, if the SPI is greater than 1.0, this indicates that more work was completed than planned.

Schedule change management process description

Project schedule delays that exceed 15% will be flagged by the project sponsor and will require identification of mitigative / corrective measures by the Project Team to restore the project schedule.

4.3 Plan Cost Management

Project Cost Management Plan includes the resources required, activity cost estimates and project budget as well as cost control methods. The development of the cost management plan was guided by the Project Charter (Annex 4), expert judgement, secondary expert online resources and online estimation tools. The cost management plan includes the following elements:

- Resources required for the Project
- Activity Cost Estimates
- The Project Budget
- Budget Control Mechanisms

4.3.1 Tools and techniques to be used on the cost management plan

The project resources and budget are presented in the **Work Breakdown Structure** that is The WBS presents the breakdown of the various project elements by phases and work packages. Therefore, ensuring that the actions necessary for project completion are assigned an associated cost.

In the compilation of activity cost estimates for the, the Bottom-up estimating technique was used. The resource inputs for each activity were identified. The cost for each resource was

estimated based on current value and taking into consideration the duration of each activity. The cost of the inputs was then aggregated to generate the cost for each activity.

4.3.2 Required Resources

Table 4.3.2 below provides the Activity list chart including: coding, activity name, milestones, brief activity description, predecessors/successors list, required human, technical and financial resources per activity. The list of resources for the activity was guided by information from primary and secondary sources.

Table 4.3.1: List of Required Resources

Code	Activity Name / Description	Predecessors	Successors	Duration	Required Resources
1.1. Project Planning					
1.1.1	Procure Project Assistant		1.1.2	30	- 1 Project Manager @ 30 days
1.1.2	Develop Project Management Plan	1.1.1	1.2.1	60	- 1 Project Manager @ 60 days - 1 Project Assistant @ 60 days
1.2. Design Building					
1.2.1	Procurement of Architect	1.1.1, 1.1.2	1.2.2	20	- 1 Project Manager for 20 days - 1 Project Assistant for 20 days
1.2.2	Design of Building	1.2.1	1.2.3	18	- Project Manager for 18 days - 1 Project Assistant for 18 days - 1 Architectural Engineer for 10 days
1.2.3	Approval of design / building permits	1.2.2	1.3.1	20	- 1 Project Manager for 20 days - 1 Project Assistant for 20 days - 1 Architectural Engineer for 5 days
1.3 Construction of Building					
1.3.1	Procurement of Building Contractor	1.2.3	1.3.2, 1.3.3	45	- Project Manager for 45 days - Project Assistant for 45 days
1.3.2	Procurement of Materials	1.2.3, 1.3.1	1.3.4	20	- 1 Project Manager for 20 days - 1 Project Assistant for 20 days - 1 Builder for 10 days
1.3.3	Mobilisation	1.3.1	1.3.4	10	- 1 Project Manager for 10 days - 1 Project Assistant for 10 days - 1 Building Contractor for 10 days

Code	Activity Name / Description	Predecessors	Successors	Duration	Required Resources
1.3.4	Site preparation	1.3.1, 1.3.2, 1.3.3	1..3.5	10	- 1 Project Manager for 10 days - 1 Project Assistant for 10 days - 1 Builder for 10 days Equipment - Rental of Excavator for 10 days Materials - 20 tonnes of Sand (Generation Building Center, 2025)
1.3.5	Foundation / substructure work	1.3.1, 1.3.2, 1.3.3, 1.3.4	1..3.6	15	- 1 Project Manager for 15 days - 1 Project Assistant for 15 days - 1 Builder for 15 days Equipment - Rental of Cement Mixer for 15 days Materials - 10 tonnes of Sand - 70 - 30lb sacks of Cement - 5 tonnes of Stones (Generation Building Center, 2025)
1.3.6	Superstructure work	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5	1.3.7	15	- 1 Project Manager for 15 days - 1 Project Assistant for 15 days - 1 Builder for 15 days Materials - 50 tonnes of Sand (A. Ally and Sons, 2025a) - 60 sacks of Cement (A. Ally and Sons, 2025a) - 25 tonnes of Stone (A. Ally and Sons, 2025a) - 200 feet 6” Forming Board (A. Ally and Sons, 2025a)

Code	Activity Name / Description	Predecessors	Successors	Duration	Required Resources
					- 10 lbs of Nails - 100 ¾" Steel rods (Generation Building Center, 2025)
1.3.7	Building Enclosure	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6	1.3.8	30	- 1 Project Manager for 30 days - 1 Project Assistant for 30 days - 1 Builder for 30 days Materials - 120 lineal feet - Running base trim (A. Ally and Sons, 2025a) - 16 - 35 mm Roof trusses (A. Ally and Sons, 2025a) - 19 - 4x12 sheets of 5/8" drywall for your ceiling (A. Ally and Sons, 2025a) - 1250 - 8X8X16 Concrete blocks (A. Ally and Sons, 2025a) - 35 - 30 lb sacks of Cement (A. Ally and Sons, 2025a) - 2 tonnes of Sand - 13.5 lbs of drywall screws for ceiling - 40 - 8 x 3 feet Metal Roof Sheets - 30- Sheets of 1/2" 4x12 drywall for interior walls - 35 - Roof sheeting (A. Ally and Sons, 2025a) - 20 - Wall Windows (24" x 48") (A. Ally and Sons, 2025a) - 8 Ceiling Windows (A. Ally and Sons, 2025a) - 1 Automatic Door

Code	Activity Name / Description	Predecessors	Successors	Duration	Required Resources
					- 2 - Manual Double Door (A. Ally and Sons, 2025a) (Generation Building Center, 2025)
1.3.8	Electrical and Plumbing (EP) Systems installation	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6	1.3.9	15	- 1 Project Manager for 15 days - 1 Project Assistant for 15 days - 1 Builder for 15 days - Electrician for 5 day - Plumber for 5 days Electrical Installation Materials - 100 meters of Installation Wire - Electrical Panel - 300 feet Electric Cable - Electrical Conduit - 20 Electrical Outlets - 20 electrical Switches - 12 - Circuit breakers - 300 Plastic clamps - 10 rolls of Electrical tape - 200 feet Plastic moulding - 20 LED Bulbs/ lights Plumbing Materials - 2 Toilet sets - and fittings - Ceramic Sink and Faucet - 50 meters 1 inch PVC pipes

Code	Activity Name / Description	Predecessors	Successors	Duration	Required Resources
					- 50 meters 2 inches PVC pipes - 10 - 2" Elbows - 10 - 2" Tees - 10 - ¾" CPVC Couplings - 10 - 2" Male Adapters - 10 - 2" Female Adapters - 10 - 3" Male Adapters - 10 - 3" Female Adapters - 10 - 1" Male Adapters - 10 - 1" Female Adapters (Generation Building Center, 2025)
1.3.9	Interior Finishes	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6, 1.3.7, 1.3.8	1.4.3	25	- 1 Project Manager for 25 days - 1 Project Assistant for 25 days - 1 Builder for 25 days Materials - 8 - 5 gallon pails of joint compound to complete a flat finish on your walls and a textured finish on your ceiling - 22 - pounds of drywall screws for walls. - 9 Gallons of oil-based paint for your interior walls to cover 2 coats. Assumes 350 square foot coverage per gallon - 3 Gallons of oil-based paint for your interior ceiling - 3 - Rolls of drywall tape (Generation Building Center, 2025)

Code	Activity Name / Description	Predecessors	Successors	Duration	Required Resources
1.3.10	Landscaping	1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6	1.4.2	20	- 1 Project Manager for 20 days - 1 Project Assistant for 20 days - 1 Landscaper for 20 days Materials - 50 flower plants - 10 feet² lawn grass - 500 Pavers - 20 bags of Manure
1.4 Outfitting of Building					
1.4.1	Procurement of Videography Consultant	1.2.3	1.4.2	25	- 1 Project Manager for 5 days - 1 Project Assistant for 5 days - 1 Builder for 5 days - 15 Signage
1.4.2	Procurement of equipment and materials	1.4.1	1.4.3	10	- 1 Project Manager for 30 days - 1 Project Assistant for 30 days
1.4.3	Installation of equipment	1.3.9	1.5.1	30	- 1 Project Manager for 10 days - 1 Project Assistant for 10 days - 1 Videography and Photography Consultant for 10 days Materials - 4 - Laptop Computers - 4- LCD Monitor - 4 – Printer - 4 – 10 G Memory Card - 6- High-quality cameras - 10- Lenses prime lenses (24-70mm and 70-200mm)

Code	Activity Name / Description	Predecessors	Successors	Duration	Required Resources
					- 10 Tripods Lighting Set Up - 5 Photography lighting kit Tethering and Extension Cables - 10 - USB-C 10G Cables – 16’ - 10 - USB-C 5G Cables - 16' (5m); - 10 - USB 3.0 Cables - 20" (50cm); - 10 - USB 2.0 Cables - 16' (5m) - 10 - Extension Cables - 20" (50cm) - 10 - Extension Cables - 50' (3m) - 10 - HDMI Cables - 20" (50cm); (Mak, 2025; ISA AYDIN Commercial Product Photography, 2024).
1.5.1	Final Construction	1.4.3	1.5.2	5	- 1 Project Manager for 5 days - 1 Project Assistant for 5 days - 1 Builder for 5 days - 15 Signage
1.5.2	Commissioning Ceremony	1.5.1		30	- 1 Project Manager for 30 days - 1 Project Assistant for 30 days - 100 Meals - Rental of Public Address System for 1 day - 100 – Chairs - Interior Decorator for 1 day

4.3.3 Activity Cost Estimate

To estimate the cost of resources, data on material and equipment cost was gathered from potential local and overseas suppliers (see Appendix 12). The costs from the suppliers were compared and the highest quoted cost for each item was used as the estimated cost for the respective resources. All costs were converted to United States Dollars for ease of comparison. Please see estimate for project resources and activities in Table 4.3.1 below

Table 4.3.2: Activity cost estimates

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
	1.1 Project Planning						
1.1.1	Procure Project Assistant		1.1.2	30	2026-09-01 to 2026-09-30	- Project Manager for 30 days @ USD 150 per day = USD 4500	4,500.00
1.1.2	Develop Project Management Plan	1.1.1	1.2.1	60	2026-10-01 to 2025-11-30	- Project Manager for 60 days @ USD 150 per day = USD 9000 - Project Assistant for 60 days @ USD 100 per day= USD 6000	15,000.00
	1.2 Design Building						

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
1.2.1	Procurement of Architect		1.1.2	20	2027-01-10 to 2027 – 02 - 05	- Project Manager for 20 days @ USD 150 per day = USD 3000 - Project Assistant for 20 days @ USD 100 per day = USD 2000	5,000.00
1.2.2	Design of Building	1.1.1	1.1.3	18	2025- 02-08 to 2025 – 03 - 03	- Project Manager for 18 days @ USD 150 per day = 2,700.00 - Project Assistant for 18 days @ USD 100 per day = 1,800.00 - Architectural Engineer for 10 days @ USD 200 per day = 2,000.00	6,500.00
1.2.3	Approval of design / building permits	1.1.2	1.2.1	20	2025 – 03-04 to 2025 – 03- 28	- Project Manager for 20 days @ USD 150 per day = 3000.00 - Project Assistant for 20 days @ USD 100 per day = 2000.00 - Architectural Engineer for 5 days @ 200 per day = USD 1000.00	\$6,000.00
1.3 Construction of Building							
1.3.1	Procurement of Building Contractor		1.2.2	45	2025 – 04-02 to 2025 – 06- 04	- Project Manager for 45 days @ USD 150.00 per day = 6750.00	\$11,250.00

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- Project Assistant for 45 days @ USD 100 per day = USD 4500	
1.3.2	Procurement of Materials	1.2.1	1.2.4	20	2027-06-08 to 2027-07-02	- 1 Project Manager for 20 days @ USD 150 per day = 3000 - 1 Project Assistant for 20 days @ USD 150.00 per day = 2000 - 1 Builder for 10 days @ USD 200 per day = 2000 - Transportation @ USD 1,000.00	\$8,000.00
1.3.3	Mobilisation	1.2.2	1.2.4	10	2027-06-22 to 2027-07-02	- 1 Project Manager for 10 days @ USD 150 per day = USD 1500.00 - 1 Project Assistant for 10 days @ USD 100 per day – USD 1000.00 - 1 Building Contractor for 10 days @ USD 200 per day = USD 2000.00	\$4,500.00
1.3.4	Site preparation	1.2.3	1.2.4	10	2027-07-05 to 2027-07-16	- 1 Project Manager for 10 days @ USD 150 per day = USD 1500 - 1 Project Assistant for 10 days @ USD 100 per day = USD 1000	9,500.00

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- 1 Builder for 10 days @ USD 500 per day = USD 5000.00 - 1 Architectural Engineer for 1 day @ USD 200.00 = USD 200.00 Equipment - Rental of Excavator for 10 days @ USD 100 per day = USD 1000 - 20 tonnes of Sand @ USD 100 per tonne = USD 1000	
1.3.5	Foundation / substructure work	1.2.4	1.2.5	15	2027-07-19 to 2027-08-06	- 1 Project Manager for 15 days @ USD 150 per day = USD 2,250.00 - 1 Project Assistant for 15 days @ USD 100 per day = USD 1,500.00 - 1 Builder for 15 days @ USD 500 per day = 7,500.00 - 1 Architectural Engineer for 1 day @ USD 200.00 = USD 200.00 Equipment - Rental of Cement Mixer for 15 days @ USD 100 per day = USD 1500 Materials	17,750.00

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- 10 tonnes of Sand @ USD 100 per tonne = USD 1000 - 70 sacks of Cement @ USD 50 per sack = USD 3500 - 5 tonnes of Stones @ USD 100 per day = USD 500.00 (A. Ally and Sons, 2025; Gafoors, 2025; Fix It Hardware Limited-Guyana, 2025)	
1.3.6	Superstructure work	1.2.5	1.2.6	15	2027-08-09 to 2027-08-27	- 1 Project Manager for 15 days @ USD 150 per day = USD 2,250.00 - 1 Project Assistant for 15 days @ USD 100 per day = USD 1,500.00 - 1 Builder for 15 days @ USD 500 per day = USD 7,500.00 - 1 Architectural Engineer for 1 day @ USD 200.00 = USD 200.00 Materials - 50 tonnes of Sand @ USD 50 per day = USD 2,500.00 - 60 sacks of Cement @ USD 50 per sack = USD 3000.00	20,450.00

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- 25 tonnes of Stone @ USD 100 per tonne = USD 2500.00 - 200 feet 6" Forming Board @ USD 3 per feet = USD 600.00 - 10 lbs of Nails @ USD 10= each = USD 100 - 100 ¾" Steel rods @ USD 5 each = USD 500 (A. Ally and Sons, 2025; Gafoors, 2025; Fix It Hardware Limited-Guyana, 2025)	
1.3.7	Building Enclosure	1.2.6	1.2.9	30	2027-08-30 to 2027-20-08	- 1 Project Manager for 30 days @ USD 150 per day = USD 4,500.00 - 1 Project Assistant for 30 days @ USD 100 per day = USD 3,000.00 - 1 Builder for 30 days @ USD 500 per day = USD 15,000.00 - 1 Architectural Engineer for 1 day @ USD 200.00 = USD 200.00 Materials - 120 lineal feet - Running base trim @ USD 3 per feet = USD 360	53,975.00

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- 16 - 35 mm Roof trusses @ USD 75 per truss = USD 1200.00 - 19 - 4x12 sheets of 5/8" drywall for your ceiling @ USD 20 per sheet = USD 380.00 - 1250 - 8X8X16 Concrete blocks @ USD 3 per block = USD 3750.00 - 35 - 30 lb sacks of Cement @ USD 50 per sack = USD 1,750.00 - 2 tonnes of Sand @ USD 100 per tonne = USD 200.00 - 13.5 lbs of drywall screws for ceiling @ USD 10 per pound = USD 135.00 - 40 - 8 x 3 feet Metal Roof Sheets @ USD 80 per sheet = USD 3,200.00 - 30- Sheets of 1/2" 4x12 drywall for interior walls @ USD 25 per sheet = USD 750.00 - 35 - Roof sheeting @ USD 50 per sheet = USD 1,750.00 - 180 feet² @ USD 100 per feet² = USD 18000	

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- 20 - Wall Windows (24" x 48") @ USD 100 each = USD 2,000.00 - 8 Ceiling Windows @ USD 1000 each = USD 800.00 - 1 Automatic Door @ USD 1000 each = USD 1,000.00 - 2 Manual Double Door @ USD 500 each = USD 1,000.00 (A. Ally and Sons, 2025; Gafoors, 2025; Fix It Hardware Limited-Guyana, 2025)	
1.3.8	Mechanical, Electrical and Plumbing (MEP) Systems installation	1.2.5	1.2.9	15	2027-10-04 to 2027-10-22	- 1 Project Manager for 15 days @ USD 150 per day = USD 2,250.00 - 1 Project Assistant for 15 days @ USD 100 per day = 1,500.00 - 1 Builder for 15 days @ USD 300 per day = 7,500.00 - Electrician for 5 day @ USD 500 per day = USD 2,500.00 - Plumber for 5 days @ USD 300 per day = USD 1,500.00 - 2 Architectural Engineer for 1 day @ USD 200.00 = USD 400.00	31,380.00

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						<i>Electrical Installation Materials</i> - 100 meters of Installation Wire @ USD 20 per meter = USD 2,000.00 - 2 Electrical Panels @USD 100 each = USD 200 - Interior electrical wiring USD 5 per ft2 = USD 4,500.00 - 300 feet Electric Cable @ USD 80 - 200 feet Electrical Conduit @ USD 5 per feet = 1,000.00 - 20 Electrical Outlets @ USD 5 each = USD 100.00 - 20 electrical Switches @ USD 5 each = USD 100.00 - 12 - Circuit breakers @ 70 each = USD 840.00 - 1 fuse box @ USD 500 each - 300 Plastic clamps @ USD 100 for 100 = USD 300.00 - 10 rolls of Electrical tape @ USD 5 each = USD 50 - 200 feet Plastic moulding @ USD 12 for 5 feet = USD 480.00 - 20 LED Bulbs/ lights @ USD 25 per light = USD 500.00	

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- 1 - 24,000 BTU A/C Unit – USD 5000.00 Plumbing Materials - 2 Toilet and fittings @ USD 400 per toilet = USD 800.00 - Ceramic Sink and Faucet @ USD 200 each = USD 800.00 - 50 meters 1 inch PVC pipes @ USD 5 per meter - 50 meters 2 inches PVC pipes @ USD 2 per feet = USD 100 - 10 - 2” Elbows @ USD 8 each = USD 80 - 10 - 2” Tees @ USD 25 each = USD 250 - 10 - ¾” CPVC Couplings @ USD 5 each = USD 50 - 10 - 2” Male Adapters @ USD 35 each = USD 350 - 10 - 2” Female Adapters @ USD 45 each = USD 450 - 10 - 3” Male Adapters @ USD 35 each = USD 350 - 10 - 3” Female Adapters @ USD 45 each = USD 450 - 10 - 1” Male Adapters @ USD 35 each = USD 350	

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- 10 - 1" Female Adapters @ USD 45 each = USD 450 - 4 Water storage tanks @ USD 250 each = USD 1000 (A. Ally and Sons, 2025; Gafoors, 2025; Fix It Hardware Limited-Guyana, 2025)	
1.3.9	Interior Finishes	1.2.8	1.3.4	25	2027-10-25 to 2027-11-26	- 1 Project Manager for 25 days @ USD 150 per day = USD 3,750.00 - 1 Project Assistant for 25 days @ USD 100 per day = 2,500.00 - 1 Builder for 25 days @ USD 500 = USD 12,500.00 - 1 Architectural Engineer for 1 day @ USD 200.00 = USD 200.00 Materials - 8 - 5 gallon pails of joint compound to complete a flat finish on your walls and a textured finish on your ceiling @ USD 50 per pail = USD 400.00 - 22 – pounds	20,100.00

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- of drywall screws for walls. @ USD 10 per pound = USD 220 - 9 Gallons of oil-based paint for your interior walls to cover 2 coats. Assumes 350 square foot coverage per gallon @ USD 50 per gallon = USD 450.00 - 3 Gallons of oil-based paint for your interior ceiling @ USD 50 per gallon – USD 150.00 - 3 - Rolls of drywall tape @ USD 10 per roll = USD 30 - 10 Paint Rollers @ USD 10 each = USD 100 (A. Ally and Sons, 2025; Gafoors, 2025; Fix It Hardware Limited-Guyana, 2025)	
1.3.10	Landscaping	1.2.6	1.4.2	20	2027 – 11-15 to 2027-12-10	- 1 Project Manager for 20 days @ USD 150 =3,000.00 - 1 Project Assistant for 20 days @ USD 100 = USD 2,000.00 - 1 Landscaper for 20 days @ USD 200 = USD 4,000.00 Materials	12,950.00

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- 50 flower plants @ USD 5 per plant = USD 250.00 - 10 feet² lawn grass @ USD 100 per square feet = USD 1,000.00 - 500 Pavers @ USD 5 per paver = USD 2,500.00 - 20 bags of Manure @ USD 10 per bag = USD 200.00 (A. Ally and Sons, 2025; Gafoors, 2025; FixIt Hardware Limited-Guyana, 2025)	
1.4 Outfitting of Building							
1.4.1	Procurement of Videography Consultant		1.3.2	25	2027-10-11 to 2027-11-12	- 1 Project Manager for 25 day @ USD 150 per day = USD 3,750.00 - 1 Project Assistant for 25 days @ USD 100 per day = USD 2,500.00	6,250.00
1.4.2	Procurement of equipment and materials	1.3.2	1.3.4	30	2027-11-15 to 2028-01-08	- 1 Project Manager for 30 days @ USD 150 per day = USD 4,500.00 - 1 Project Assistant for 30 days @ USD 100 per day = USD 3000.00 - Transportation @ USD 500	8,00.00

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
1.4.3	Installation of equipment	1.2.9, 1.3.3	1.4.1 1.4.2	10	2028-01-10 to 2028-01-28	- 1 Project Manager for 10 days @ USD 150 per day = USD 1,500.00 - 1 Project Assistant for 10 days @ USD 100 per day = USD 1,000.00 - 1 Videography and Photography Consultant for 10 days @ USD 300 per day = USD 3,000.00 Materials - Laptop @ USD 1000 each = USD 4,000.00 - 4- Monitor @ USD 500 USD each = USD 2,000.00 - Printer @ USD 1000 each = USD 4,000.00 - 4 – 10 G Memory Card @ USD 50 each = USD 200.00 - 5 Cameras @ USD 800 each = 4,000.00 - 5 Lenses @ USD 200 each = USD 1,000.00 - 10 Tripods @ USD 100 = USD 1,000.00 Lighting Setup	29,932.00

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- 7 Lighting kits @ USD 300 each = 2,100.00 (Neewer Store, 2025) Tethering Cables - 10 - USB-C 10G Cables - 16' (5m) @ USD 20 each = USD 200 - 10 - USB-C 5G Cables - 16' (3m) @ USD 20 each = USD 200 - 10 USB 3.0 Cables - 16' (5m) @ USD 10 each = USD 100 - 10 - USB 2.0 Cables - 16' (5m) @ USD 10 = USD 100 - 10 - Extension Cables - 20" (50cm) @ 15 each = USD 150 - 5- Extension Cables - 50' (3m) @ USD 25 = USD 125 - 10- HDMI Cables - 15' (4.6m) @ USD 20 each = USD200.00 (B&H Photo Video, Audio, 2025; Gizmos and Gadgets - Guyana, 2025; Compuservg, 2025; Samtronix – Guyana, 2025)	
		1.5 Commissioning of Building					

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
1.5.1	Final Construction	1.3.4	1.4.2	5	2028-01-31 to 2028-02-04	- 1 Project Manager for 5 days @ USD 150 per day = USD 750.00 - 1 Project Assistant for 5 days @ USD 100 per day = 500.00 - 1 Builder for 5 days @ USD 200 per day = USD 1,000.00 - 15 Signage @ USD 50 per sign = USD 750.00 - 4 Fire Extinguishers @ USD 400 per extinguisher = USD 1600.00	4,600.00
1.5.2	Commissioning Ceremony	1.4.1		30	2028-01-10 to 2028-02-11	- 1 Project Manager for 30 days @ USD 150 per day = USD 4,500.00 - 1 Project Assistant for 30 days @ USD 100 per day = USD 3,000.00 - 100 Meals @ USD 25 per day = USD 2,500.00 - Rental of Public Address System for 1 day @ USD 300 per day = USD 300.00 - 100 – Chairs @ USD 10 per chair = USD 1,000.00	11,800.00

Code	Activity Name / Description	Predecessors	Successors	Duration	Dates	Required Resources	Cost
						- Interior Decorator for 1 day @ USD 500 per day = USD 500.00	

4.3.4 Project budget

The budget for the P&V Construction project is developed using inputs from potential material and equipment suppliers and the project management team. It includes detailed cost estimates for work packages, contingency reserves, and management reserves. The estimated baseline cost for the project is USD 340,000.00. USD 21,400.00 is budgeted for the planning phase of the project, USD 21,000.00 for the design phase of the project and USD 295,000.00 for the build, test and delivery phases of the project.

Table 4.3.3: Project budget chart including coding, activity name, cost, total project cost, reserves (contingency reserve and management reserve including the justification for both)

Code	Activity Name / Description	Duration	Project Cost (USD)	Contingency (15%)	Control Account / Cost Baseline (USD)	Management Reserve (5%)	Project Budget (USD)
1.1.1	Procure Project Assistant	30	4,500.00	675	5,175.00	225	5,400.00
1.1.2	Develop Project Management Plan	60	15,000.00	225	15,225.00	750	15,975.00
1.2.1	Procurement of Architect	21	5,000.00	\$750.00	5,750.00	250	6,000.00
1.2.2	Design of Building	18	6,500.00	\$975.00	7,475.00	325	7,800.00
1.2.3	Approval of design / building permits	21	6,000.00	\$900.00	6,900.00	300	7,200.00
1.3.1	Procurement of Building Contractor	45	11,250.00	\$1,687.50	12,937.50	562.5	13,500.00
1.3.2	Procurement of Materials	21	8,000.00	\$1,200.00	9,200.00	400	9,600.00

Code	Activity Name / Description	Duration	Project Cost (USD)	Contingency (15%)	Control Account / Cost Baseline (USD)	Management Reserve (5%)	Project Budget (USD)
1.3.3	Mobilisation	10	4,500.00	675.00	5,175.00	225	5,400.00
1.3.4	Site preparation	10	9,500.00	1,425.00	10,925.00	475	11,400.00
1.3.5	Foundation substructure work /	16	17,750.00	2,662.50	20,412.50	887.5	21,300.00
1.3.6	Superstructure work	25	20,450.00	3,067.50	23,517.50	1022.5	24,540.00
1.3.7	Building Enclosure	32	3,975.00	5,396.25	59,371.25	2698.75	62,070.00
1.3.8	Mechanical, Electrical and Plumbing (MEP) Systems installation	16	31,380.00	4,557.00	35,937.00	1569	37,506.00
1.3.9	Interior Finishes	25	20,100.00	3,015.00	23,115.00	1005	24,120.00
1.3.10	Landscaping	18	12,950.00	1,942.00	14,892.00	647.5	15,539.50
1.4.1	Procurement of Videography Consultant	26	6,250.00	937.50	7,187.50	312.5	7,500.00
1.4.2	Procurement of equipment and materials	33	8,000.00	1,200.00	9,200.00	400	9,600.00
1.4.3	Installation of equipment	10	29,932.00	4,489.80	34,421.80	1496.6	35,918.40
1.5.1	Final Construction	5	4,600.00	450.00	5,050.00	230	5,280.00
1.5.2	Commissioning Ceremony	1	11,800.00	1,770.00	13,570.00	590	14,160.00
	Total		287,437.00	38,000.05	325,437.05	14,371.85	339,808.90

4.3.5 Cost control procedure

The cost control procedure for this project is aimed at maintaining the project's financial health by continuously monitoring, updating, and managing project costs.

Monitoring and Updating Project Costs: In accordance with the Project Agreement, the Commission will monitor the management of the project budget (during or afterwards) to ensure its compliance with the grant agreement. Quarterly financial reports will be submitted to the Commission to track expenditure and to determine adherence to financial procurement and reporting requirements. A financial audit will be carried out on the project accounts within three months of completing the project to verify the eligible costs incurred.

Variance analysis will be utilised for quarterly assessment of the cost performance to report on project expenditure. For the cost variance analysis, the difference between the actual cost and earned value ($CV = AC - EV$) will be calculated at each milestone. The Cost Performance Index ($CPI = EV/AC$) will measure the cost-effectiveness of the project at specific points (milestones). A CPI value of less than 1.0 will indicate a cost overrun for work completed, while a CPI value greater than 1.0 will indicate the budget cost is greater than the performance to date.

Cost Baseline Adjustments: A formal request letter should be sent to the European Commission for budgetary changes that exceed 15 percent of the baseline activity cost.

Contingency Fund Management: A contingency reserve is included in the budget to address unexpected costs. The Contingency Budget represents 10 percent of the project

baseline cost. Accessing this fund requires project manager approval, ensuring it is only used for legitimate and essential expenses that cannot be covered within the existing baseline.

4.3.6 Cost change management process description

A formal request letter should be sent to the European Commission for budgetary changes that exceed 15 percent of the baseline activity cost. Cost variances below 15 percent of the activity cost may be approved by the Project Manager.

Documentation and Reporting: The Youth Leadership Programme will submit quarterly financial reports to the European Commission. Budgetary changes exceeding 15 percent of the activity should be document via a formal request letter to the European Commission and formal approval from the Commission.

4.4 Requirements Management Plan

The Requirements Management Plan The project “Photography and Videography Construction Project”, will facilitate the construction of a training facility for youth in the East Berbice Region of Guyana.

The objectives of the Quality Management Plan are:

- i. To Identify and prioritise stakeholders based on their power, and interest
- ii. To Identify and prioritise stakeholders requirements

Table 4.5.1 provides the list of requirements based on stakeholders interest.

Table 4.4.1: Identification of Project Requirements

Stakeholder	Requirements
Project Manager	- Energy Efficiency - Electrical and Fire Safety - Structural Integrity
Project Assistant	- Energy Efficiency - Electrical and Fire Safety - Structural Integrity
Donor	- Energy Efficiency - Electrical and Fire Safety - Structural Integrity
Architectural Engineer	- Energy Efficiency - Structural Integrity - Electrical and Fire Safety - User-friendly / Accessibility
Builder	- Energy Efficiency - Water Conservation - Electrical and Fire Safety - User-friendly / Accessibility
Landscaper	- Aesthetically pleasing

Stakeholder	Requirements
Photography / Videography Consultant	- Meets industry requirement - Durable Equipment - Energy Efficient
Youth (beneficiaries)	- Comfortable training environment - User-friendly / accessibility
Instructor/s	- Adequate instruction space - Durable equipment - Comfortable Learning Environment - Meets industry requirement
Community Members	- Safe Learning Environment - Comfortable Learning Environment
Building Inspector	- Structural Integrity
Electrical Inspectorate	- Electrical Safety

4.4.1 Prioritisation of Requirements

The MoSCoW methodology was utilised for the prioritization of the stakeholder requirements. MoSCoW identifies four categories of prioritization. These are “must have”, “should have”, “could have” and will not have” (The PM Professional, 2025). According to the PM Professional “must have” requirements are non-negotiable and are critical for the project’s success or completion (Figure 4.5.1). “Should have” requirements are also considered essential, however if left out or delayed, these will not affect the success of the project. “Could have” requirements are those that are “nice to have” but are not necessary to the core function of the project / product. “Will not have” requirements are not critical or nice to have or are necessary for the success of the project therefore these are not prioritized. For this purpose of this project only requirements prioritized as “must have” or “should have”

will be prioritised for further analysis. Prioritisation of the identified requirements based on MoSCoW methodology is presented in Table 4.5.2 below.

Figure 4.4.1: MoSCoW Prioritisation Categories



Ten project requirements were identified. The ‘Must Have’ requirements based on the MoSCoW categorisation are fire safety, electrical safety, structural integrity, adequate ventilation and user-accessibility. These requirements are non-negotiable and are required for the approval and success of the project. Four ‘should have’ requirements that are important but not critical to the success of the project were identified. These include comfortable instruction space, durability of equipment, energy efficiency and water conservation. One ‘could have’ requirement identified was aesthetic appeal. This feature could add value to the building, how it is not essential in meeting the project objectives.

Table 4.4.2: Prioritisation of Requirements

ID Number	Requirement Name and Description	Priority	Justification
1	<i>Fire Safety</i> - Fire Extinguishers - Emergency Lighting Exit Signs	Must have	Fire Safety is a non-negotiable requirement. Without this, the building would fail or be rendered unusable. This requirement is important for the approval of the building by the Guyana Electrical Inspectorate and the Guyana Fire Service
2	<i>Electrical Safety</i> - System sufficient for Load Requirement - Knob and Tube wiring in use? - Proper Grounding No exposed wiring	Must have	Electrical Safety is a non-negotiable requirement. Without this, the building would fail or be rendered unusable. This requirement is important for the approval of the building by the Guyana Electrical Inspectorate and the Guyana Fire Service
3	<i>Structural Integrity</i> The building is capable of withstanding the weight of the maximum load Durability of building	Must Have	This requirement represents one of the minimum viable product (MVP) requirements. Without this, the building would fail or be rendered unusable. This requirement is necessary for the approval of the building for occupancy
4	<i>Comfortable instruction space</i> Ensures that students are exposed to the best training experience possible • A minimum instruction space of 1m² per student • Adequate number of equipment – a student to equipment ratio of 3:1 or less	Should have	A comfortable working environment adds significant value to the building, but it is not vital for the project's success.
5	<i>Durability of equipment</i> • Photography and videography	Should have	To ensure the long-term sustainability of the investment in the building and equipment.

ID Number	Requirement Name and Description	Priority	Justification
	equipment with life span of 5-10 years		
6	<i>Aesthetically pleasing</i> Appealing interior and exterior features	Could have	The aesthetics of the building is a nice-to-have feature. Although, it adds value to the facility, it is not essential to the core project.
7	<i>Energy Efficiency</i> Minimal Energy Consumption - Energy-Efficient Windows and Doors - Smart HVAC System - Natural Lighting: Maximizing natural light through the ceiling and strategic window placement to reduce the need for artificial lighting and enhance occupant comfort s	Should Have	The energy efficiency requirement is important to the Project Sponsor but not critical. While it enhances the project, alternative technology can be found if necessary
8	<i>Water Conservation</i> - Low-Flow Fixtures: Installing low-flow faucets and toilets significantly reduces water usage - Rainwater Harvesting: Collecting rainwater for non-potable uses to conserve water resources.	Should Have	The water conservation requirement is important to the Project Sponsor but not critical for approval of the project by the local authority. While it enhances the project, alternative technology can be found if necessary
9	<i>Adequate Ventilation</i> – Adequate Ventilation ensure adequate airflow to maintain indoor air quality and reduce the concentration of indoor pollutants	Must Have	Adequate ventilation is a non-negotiable requirement. Without adequate ventilation, the building will not be approved for occupation. This requirement is important for the approval of the building by the Guyana Electrical Inspectorate, the Guyana

ID Number	Requirement Name and Description	Priority	Justification
			Fire Service and local building authority.
10	<i>User-friendly / Accessible</i> – The building and equipment are easily accessible to all users - Ramps - Wide door ways - Accessible washrooms - Automatic Doors - Clear Signage	Must have	Access for persons with disability is a non-negotiable requirement. Without the access for persons with disability will not be approved for occupation. This requirement is important for the approval of the building by the Guyana Electrical Inspectorate, the Guyana Fire Service and local building authority.

4.5 Project Quality Management Plan

4.5.1 Key Factors related to Quality

This section identifies key success factors related to quality, based on the requirements prioritization done earlier. Only the ‘Must Have’ and ‘Should Have’ requirements are discussed in this section.

Factor	Factor Definition
Fire Safety	- Presence of Fire Extinguishers - Emergency Lighting - Exit Signs - Exit Doors
Electrical Safety	- Safe Electrical Fittings - System sufficient for Load Requirement - Knob and Tube wiring in use? - Proper Grounding - No exposed wiring
Structural Integrity	- The building is capable of withstanding the weight of the maximum load - Durability of building
Comfortable instruction space	- A minimum instruction space of 1m² per student - A student to equipment ratio of 3:1 or less

Factor	Factor Definition
Durability	- Photography and videography equipment with life span of 5-10 years
Aesthetically pleasing	- Photography and videography equipment with life span of 5-10 years
Energy Efficiency	- Energy-Efficient Windows and Doors - Smart HVAC Systems - Natural Lighting: Maximizing natural light through the ceiling and strategic window placement to reduce the need for artificial lighting and enhance occupant comfort
Water Conservation	- Low-Flow Fixtures: Installing low-flow faucets and toilets significantly reduces water usage - Rainwater Harvesting: Collecting rainwater for non-potable uses to conserve water resources.
Adequate Ventilation	- Improved Ventilation to ensure adequate airflow to maintain indoor air quality and reduce the concentration of indoor pollutants
User-friendly / Accessible	The building is easily accessible to all users, including person with disabilities - Ramps - Wide door ways - Accessible washrooms - Automatic Doors - Clear Signage

4.5.2 Metrics and Quality baseline

This section establishes the detailed metrics and the way in which the project, product, service and result of the project will be measured. The metrics will guide quality assurance) and quality control of the project and the expected deliverables.

Table 4.5.1: Metrics and Quality baseline

Quality Objective	Metric	Metric definition	Expected outcome/result		Measurement frequency	Responsible
Fire Safety	Presence of: - 1 – Fire emergency Exit doors - 3 - Fire Extinguishers - Emergency Lighting - Exit Signs	- A minimum of 1 fire exit installed on building - A minimum of 3 fire extinguishers installed in building - Emergency Lights installed in building - A minimum of 4 illuminated exit signs installed in buildings - Safety Signs and reminders installed	Fire safety features installed on the building		Procurement Completion of Building Enclosure phase Completion of Installation of Electrical and Plumbing Features Completion of Final Construction Phase	Builder Project Assistant
Electrical Safety	- System sufficient for Load Requirement - Knob and Tube wiring in use? - Proper Grounding - No exposed wiring	- Load requirement of building - System load capacity -)% Knob Wiring in use - Proper grounding - 0% exposed wiring	Safe electrical installation to reduce the occurrence of fire		Once – on completion of electrical installation Once - During examination by electrical inspectorate	Project Assistant Builder Electrical Inspectorate
Structural Integrity	Ability of the building to withstand applied loads without	Ability of the building to accommodate a minimum number of 100 persons without	Safe building for occupants		Once - Completion of Building Final	Builder

Quality Objective	Metric		Metric definition		Expected outcome/result	Measurement frequency	Responsible
	failure from breaking, deforming, or fatiguing		failure from breaking, deforming, or fatiguing			Construction Phase	Project Assistant
Energy Efficiency	- Energy-Efficient Windows and Doors - Smart HVAC Systems - LED Lights - Encourage the use of Natural Lighting		- 100% Impact windows and doors installed - 100% smart air conditioning units installed - 100% LED Lights installed - At least 1 natural lighting facility installed with the use of ceiling windows / transparent ceilings		Minimise in energy cost and energy consumption	During Procurement Completion of Installation of Electrical and Plumbing Features	Builder Project Assistant
Water Conservation	Promoting the building's water efficiency		100% low-flow faucets and toilets installed Rainwater harvesting system installed for non-potable use		Minimise the build's water consumption	During Procurement Daily – During installation of Plumbing Features Completion of Installation of Plumbing Features	Builder Project Assistant
Air Quality	Good ventilation to ensure adequate airflow to maintain		Installation of 18,000 to 24,000 BTUs air-conditioning unit		Maintain indoor air quality and reduce the	During Procurement	Builder

Quality Objective	Metric	Metric definition	Expected outcome/result	Measurement frequency	Responsible
	indoor air quality and reduce the concentration of indoor pollutants	(https://www.calculator.net/btu-calculator.html) Widow coverage of appropriately 180 square feet of glazed area	concentration of indoor pollutants	Daily – During construction of building enclosure Daily – During installation of Electrical system	Project Assistant
Accessibility / User-friendly	The building is easily accessible to all users - Ramps - Wide door ways - Accessible washrooms - Automatic Doors Clear Signage	- Wheel chair ramp installed - The use of even and. flooring for ease of wheel-chaired users - Wide washrooms with rails for wheelchair users - Automatic entrance door - Directional signs installed - Parking facility	Easy access for all users	Completion of Building Enclosure Completion of Final Construction	Builder Project Assistant
Durability	The building, fixture and equipment capacity to resist degradation and maintain function over its intended lifespan	Estimated building durability of 50 years Photography and videography equipment with life span of 5-10 years Building fixtures with life span of 10-20 years	Equipment and fixtures can be used for 5 to 10 years.	At Procurement of Fixtures and Photography / Videography Equipment On completion of Final Construction	Photography Consultant Builder Project Assistant

Quality Objective	Metric	Metric definition	Expected outcome/result	Measurement frequency	Responsible
Comfortable learning environment		A minimum instruction space of 1m² per student A minimum equipment to student ratio of 1:3	Students have a good learning experience Students are able to replicate the practical training in the real world	Completion of Building Enclosure Completion of Final Construction	Builder Photography Consultant Project Assistant

4.5.3 Quality Activities Matrix

This section establishes activities aimed at ensuring that quality objectives and metrics are met, and therefore, the requirements of the project. Both management actions (preventive quality costs) and control actions (quality detection costs) are identified to guide the project team during the implementation of the project. This section describes the quality management measures that will be implemented on the project.

Table 4.5.2: Quality Activities Matrix

Deliverable	Requirement	Manage and Control activities	Frequency	Responsible
Designs for Photography and Videography Training Facility	Fire Safety	<i>Manage:</i> Review National Building Code and Fire safety Standard <i>Control:</i> Review draft and final building designs	Twice – Draft and Final submissions	Project Assistant Building Inspector Architectural Engineer
	Structural Integrity	<i>Manage:</i> Review National Building Code prior to commencement of design <i>Control:</i> Review draft and final building designs	Twice – Draft and Final submissions	Project Assistant Building Inspector Architectural Engineer
	Energy Efficiency	<i>Manage:</i> Review Energy Efficiency Requirements prior to commencement of design <i>Control:</i> Review draft and final building designs	Twice – Draft and Final submissions	Project Assistant Building Inspector Architectural Engineer
	Comfortable learning environment	<i>Manage:</i> Review Requirement prior to design <i>Control:</i> Review draft and final building designs	Twice – Draft and Final submissions	Project Assistant Building Inspector Architectural Engineer
Constructed Photography and Videography Training Facility	Electrical Safety	<i>Manage:</i> Review National Electrical Code	Daily - During construction	Project Assistant
		<i>Control:</i> Inspection of Electrical Works	Once – After Electrical Installation	Guyana Electrical Inspectorate
	Fire Safety	<i>Manage:</i> Review Fire Safety Requirements	Daily - During construction	Project Assistant Builder

Deliverable	Requirement	Manage and Control activities	Frequency	Responsible
		<i>Control:</i> Inspection of Construction Works	Once – After Final Construction	Fire Service
	Structural Integrity	<i>Manage:</i> Review National Building Code and Structural Integrity Requirement	Daily - During construction	Project Assistant Builder
		<i>Control:</i> Inspection of Construction Works	Once – After Completion of Construction Phase	Building Inspector
	Energy Efficiency	<i>Manage:</i> Review Energy Efficiency Requirement during procurement and construction	Daily - During construction	Project Assistant
		<i>Control:</i> - Review materials list and specifications - Inspection of Construction Works		
	Adequate Ventilation	<i>Manage:</i> Review National Building Code and Structural Integrity Requirement	Daily - During construction	Project Assistant
		<i>Control:</i> Inspection of Construction Works	Once – After Completion of Construction Phase	Building Inspector

Deliverable	Requirement	Manage and Control activities	Frequency	Responsible
	Water Conservation	<i>Manage:</i> Review Water Conservation Requirement during procurement and construction <i>Control:</i> - Review materials list and specifications - Inspection of Construction Works	Daily - During construction	Project Assistant
	Comfortable learning environment	<i>Manage:</i> Develop inspection form <i>Control:</i> Survey with farmers on the usability of equipment	Daily - During construction	Project Assistant
	Accessibility / User-friendly	<i>Manage:</i> Review National Building Code and Fire safety Standard <i>Control:</i> - Review materials list and specifications - Inspection of Construction Works	Daily - During construction	Project Assistant
			Once – After Completion of Construction Phase	Building Inspector
Outfitted Photography and videography training facility	Durability	<i>Manage:</i> Review Durability Requirement during procurement <i>Control:</i>	Daily - During construction	Project Assistant

Deliverable	Requirement	Manage and Control activities	Frequency	Responsible
		- Review materials list and specifications - Inspection of equipment on arrival		
	Comfortable learning environment	Manage: Review requirement during procurement and outfitting of laboratory Control: Inspection of equipment on arrival	Once- Upon arrival of equipment	Project Assistant Photography Consultant

4.5.4 Quality documents

The following quality documents can be found Annexed to this document.

- i. Electrical Safety Inspection Form
- ii. Fire Safety Inspection Form

4.5.5 Continuous Improvement Plan

In this section, detail the steps to analyze project management, product development or organizational processes to identify activities that increase their value.

Process Description: <i>Development of Building Designs</i>
1. Plan – Design Building in accordance with National Building Code, Electrical and Fire Safety Codes
2. Do - Review building design and make recommendations of changes
3. Check – Make recommendations of changes to Architectural Engineer
4. Act - Implement recommended changes

Process Description: <i>Procurement</i>
1. Plan – Procure materials and equipment in accordance with the National Building Code, Electrical and Fire Safety Codes and project requirements
2. Do - Review material list
3. Check – Make recommendations for changes to Project Assistant
4. Act - Implement recommended changes

Process Description: <i>Construction of Building</i>
1. Plan – Construct Building in accordance with the National Building Code, Electrical and Fire Safety Codes and project requirements
2. Do - Review construction
3. Check –Make recommendations of changes to Builder
4. Act - Implement recommended changes

4.6 Resource Management Plan

The Resource Management Plan outlines the process of planning, allocating, and controlling project resources (human, financial, and physical assets) to achieve the objectives of a project efficiently and effectively.

4.6.1 Identification of resources. Methods for identifying and quantifying team and physical resources needed.

The preliminary list of physical resources for the project was guided by consultation with civil engineer expert and expert online resources relevant to construction and photography (Mak, 2025; ISA AYDIN Commercial Product Photography, 2024). The table below provides the list and categorisation of resources required for the project.

Table 4.6.1: Resource Breakdown Structure – P&V Construction Project

Level 0 RBS	Level 1 RBS	Level 2 RBS	Level 3 RBS
	1. Human Resources	1.2 Project Manager	

Level 0 RBS	Level 1 RBS	Level 2 RBS	Level 3 RBS
P&V Construction Project		1.3 Project Assistant	
		1.4 Architectural Engineer	
		1.5 Builder	
		1.6 Landscaper	
		1.7 Photography Consultant	
		1.8 Interior Decorator	
	2. Materials	2.1 Construction	2.1.1 Sand
			2.1.2 Cement
			2.1.3 Stone
			2.1.4 Steel
			2.1.5 Forming Board
			2.1.6 Nail
			2.1.7 Running base trim
			2.1.8 Roof trusses
			2.1.9 Drywall Sheets
			2.1.10 Concrete blocks
			2.1.11 Drywall screws
			2.1.12 Metal Roof Sheets
			2.1.13 Installation Wire
			2.1.14 2 Electrical Panels
			2.1.15 Interior electrical wiring
			2.1.16 Electric Cable
			2.1.17 Electrical Conduit
			2.1.18 20 Electrical Outlets
			2.1.19 20 electrical Switches

Level 0 RBS	Level 1 RBS	Level 2 RBS	Level 3 RBS
			2.1.20 12 - Circuit breakers
			2.1.21 1 fuse box
			2.1.22 300 Plastic clamps
			2.1.23 10 rolls of Electrical tape
			2.1.24 200 feet Plastic moulding
			2.1.25 20 LED Bulbs/ lights
			2.1.26 2 Toilet and fittings
			2.1.27 Ceramic Sink and Faucet
			2.1.28 50 meters 1 inch PVC pipes r
			2.1.29 50 meters 2 inches PVC pipes
			2.1.30 10 - 2" Elbows
			2.1.31 10 - 2" Tees
			2.1.32 10 - ¾" CPVC Couplings
			2.1.33 10 - 2" Male Adapters
			2.1.34 10 - 1" Male Adapters
			2.1.35 10 - 1" Female Adapters
			2.1.36 10 - 2" Female Adapters
			2.1.37 10 - 3" Male Adapters
			2.1.38 10 - 3" Female Adapters
			2.1.39 Water Storage tanks
			2.1.40 5 gallon pails of joint compound

Level 0 RBS	Level 1 RBS	Level 2 RBS	Level 3 RBS
			2.1.41 9 Gallons of oil-based paint
			2.1.42 3 Gallons of oil-based paint
			2.1.43 3 - Rolls of drywall tape
			2.1.44 22 - pounds of drywall screws
			2.1.45 10 Paint Rollers
			2.1.46 Windows
			2.1.47 Doors
			2.1.48 15 Signage
			2.1.49 Fire Extinguishers
		2.2 Landscaping	2.2.1 50 flower plants
			2.2.3 10 feet ² lawn grass
			2.2.4 500 Pavers
			2.2.5 20 bags of Manure
	3. Equipment	3.1 Construction	3.1.1 Excavator
			3.1.2 Cement Mixer
			3.1.3 Sand Compactor
		3.2 Photography Studio	3.2.1 LAPTOP COMPUTER
			3.2.2 Monitor
			3.3.3 Printer
			3.3.4 Virtual Storage
			3.3.5 Camera and Lenses
			3.3.6 Lighting
			3.3.7 Tethering Cables
	4. Technology	4.1 Computer	
		4.2 Projector	

Level 0 RBS	Level 1 RBS	Level 2 RBS	Level 3 RBS
		4.3 Zoom / Microsoft Team subscription	
		4.4 Adobe Photo editor	
		4.5 Internet Connection	
		4.6 Audio / Visual Facility	
	5. Services	5.1 100 Meals	
		5.2 Interior Decorator for 1 day	
		5.3 Transportation	
		5.4 Rental of Chairs	

4.6.2 Acquiring resources

The procurement process for external resources are guided by the European Union, Financial Regulation (September 2024).

Table 4.6.1: Project Team Acquisition

Resource	Source	Procurement Method
Project Manager	Internal	Pre-assignment
Project Assistant	Internal	
Architectural Engineer	External	Acquisition
Builder	External	Acquisition
Electrician	External	Sub-contracted by Builder
Plumber	External	Sub-contracted by Builder
Photography Consultant	External	Acquisition
Landscaper	External	Acquisition
Materials	External	Acquisition
Equipment	External	Acquisition
Technology	External	Acquisition

Resource	Source	Procurement Method
Services	External	Acquisition

Figure 4.6.1: Resource Breakdown Structure for the P&V Construction Project

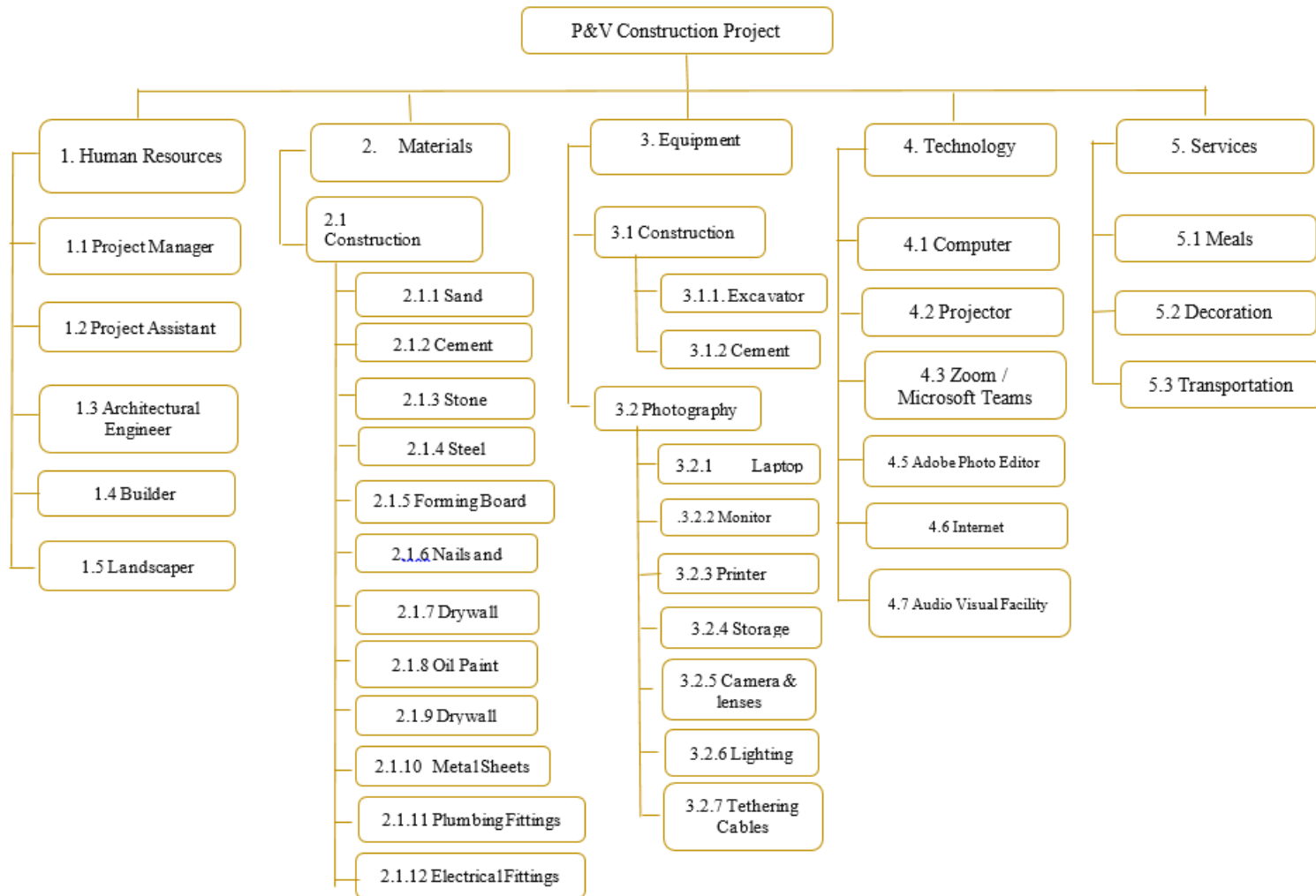
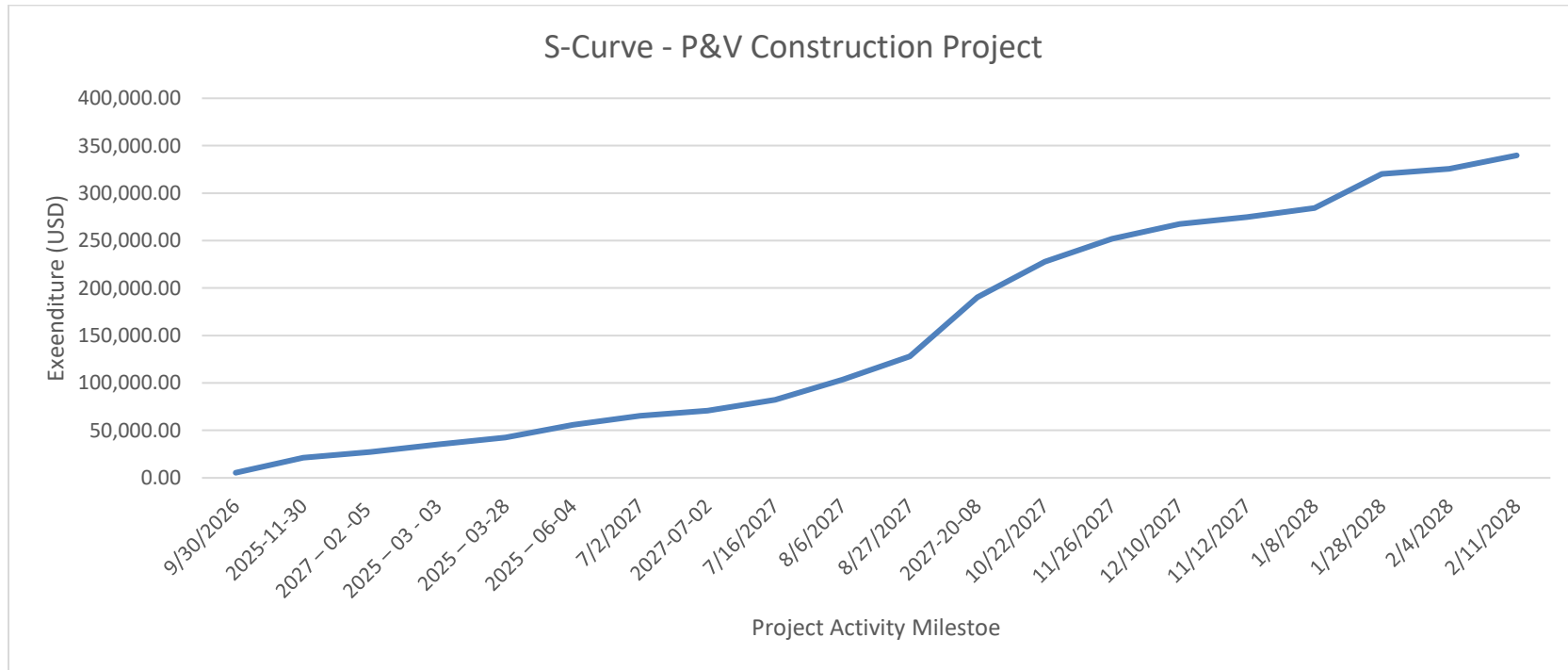


Figure 4.6.2: Resource Calender - P&V Construction Project

The Resource schedule for the project is provided in Appendix and in the graph below



4.6.3 Roles and responsibilities of the project team:

Please find in the Table below a description of the role, authority, responsibility and competence of personnel on the project team. The following are the definition of the respective terms and

Role. The function assumed by, or assigned to, a person in the project.

Authority. The rights to apply project resources, make decisions, sign approvals, accept deliverables, and influence others to carry out the work of the project.

Responsibility. The assigned duties and work that a project team member is expected to perform in order to complete the project's activities.

Competence. The skill and capacity required to complete assigned activities within the project constraints.

Table 4.6.2: Roles and Responsibilities of team members

Role	Authority	Responsibility	Competence
Project Manager	Reports to the Project Sponsor	- Leads project planning sessions - Defines objectives, create roadmaps, and establish timelines. - Secures project resources, optimise workflows, and manage budgets. - Assembles the project team, streamline communication, and resolve conflicts.	- Excellent communication skills - Problem-solving and leadership skills - Project planning, risk management, time management and other project management skills - Project management qualification (PMP), Certified Associate in Project Management (CAPM), or equivalent experience as a project manager

Role	Authority	Responsibility	Competence
		- Identifies risks, devise mitigation strategies, and implement contingencies. - Monitors progress, track KPIs, and report updates to stakeholders.	- Experience in strategic planning, risk management and/or change management - Proficiency in project management software and tools - Contract negotiation - Conflict resolution experience https://instituteofprojectmanagement.com/blog/ipm-data-digest-january-2025-understanding-the-role-and-responsibilities-of-a-project-manager/ https://www.projectmanager.com/blog/project-manager-job-description
Project Assistant	Supervises contractors Reports to the Project Manager	- Assist the PM in creating and updating project plans, schedules, budgets, and timelines. - Ensure effective communication between the project team members, stakeholders, and clients. - Scheduling and conducting meetings, taking minutes, and disseminating project-related information. - Assist the PM in resource allocation and management, identifying resource requirements, managing resource conflicts, and ensuring that resources are utilized efficiently. - Identify, assess, and manage project risks, and assist in development and maintenance of the risk log. - Assist in the execution of project activities, monitor project progress, and	Requirements: - Good understanding of project management principles, methodologies, and tools. - Excellent communication skills - Strong time management skills to ensure that project tasks are completed on time - Ability to analyze project data, identify patterns, and draw conclusions. - Lead and motivate team members, foster a positive team environment, and resolve conflicts. - Good understanding of the technical aspects of the project. Familiarity with software and technology used in the project, understanding of technical requirements and constraints, and the ability to troubleshoot technical issues. - Highly organized, able to manage multiple tasks

Role	Authority	Responsibility	Competence
		report on the status of the project to the PM. - Tracking project deliverables, managing project budgets, and reviewing project documentation. - Ensure that project deliverables meet the required quality standards by assisting in the development of quality assurance plans, conducting quality audits, and identifying and resolving quality issues. - Assist the PM in managing stakeholders, including identifying stakeholders, managing their expectations, and maintaining stakeholder engagement throughout the project lifecycle.	simultaneously, and maintain accurate records and documentation. - Ability to create and maintain project plans, schedules, and budgets. - A minimum of a bachelor's degree in engineering, business, or construction management or other relevant field - Certification in Project Management https://www.4pmti.com/learn/assistant-project-manager/
Architectural Consultant/Engineer	Reports to the Project Assistant	Prepare construction design for the building and exterior surrounding <i>Concept Design</i> - Examine site constraints & potential; prepare report on site evaluation, and analysis and impact of existing and/ or proposed development on its immediate environs. - Prepare drawings and documents to get done the detailed survey and soil investigation at the site of the project. - Furnish report on measures required to be taken to mitigate the adverse impact, if any, of the existing and /or	- Bachelor's degree in Architectural Engineering or related field - Minimum 5 years of experience in architectural engineering - Proficiency in AutoCAD, Revit, and other design software - Strong knowledge of national building codes and construction standards - Excellent problem-solving and analytical skills - Strong communication and teamwork abilities - Ability to meet deadlines - Experience with sustainable design practices is a plus - Attention to detail and commitment to quality

Role	Authority	Responsibility	Competence
		proposed development on its immediate environs. - Prepare conceptual designs with reference to requirements given and prepare rough estimate of cost on area basis. <i>Preliminary Design And Drawings</i> - Modify the conceptual designs incorporating required changes and prepare the preliminary drawings, sketches, study model, etc., for approval along with preliminary estimate of cost on area basis. <i>Drawings For Statutory approvals</i> - Prepare drawings necessary for statutory approvals and ensure compliance with codes, standards and legislation, as applicable and assist in obtaining the statutory approvals thereof. <i>Working Drawings and Tender Documents</i> - Prepare working drawings, specifications and schedule of quantities sufficient to prepare estimate of cost and tender documents including code of practice covering aspects like mode of measurement, method of payments, quality control procedures on materials & Works and other conditions of contract.	https://www.jobed.ai/architectural-engineer

Role	Authority	Responsibility	Competence
		<i>Appointment Of Contractors</i> - Prepare tender document, analyse tenders; advise on appointment of contractors. <i>Construction</i> - Prepare and issue working drawings and details for execution of works during construction. - Check and approve shop drawings submitted by the contractor/ vendors. - Visit the site of work, at intervals, to inspect and evaluate the Construction Works and clarify and any decision, offer interpretation of the drawings/ specifications, and attend project meetings to ensure that the project proceeds generally in accordance with the conditions of contract - Render advice on actions, if required. - Issue Certificate of Virtual Completion of works. <i>Completion</i> - Prepare and submit completion reports and drawings for the project as required for obtaining "Completion/ Occupancy Certificate" from the statutory authorities. https://punjabagro.gov.in/wp-content/uploads/2025/01/job-description.pdf	

Role	Authority	Responsibility	Competence
Builder	Reports to the project Assistant Subcontracts and supervises The electrician, plumber and labourers	Builder is responsible for construction of the building and installation of electrical and plumbing fittings. Specifically the Builder: - Oversees and direct construction project from conception to completion - Prepare cost estimates, contracts and budgets - Schedule and coordinate work on site - Ensure compliance with safety and building regulations - Liaise with clients, subcontractors and other professionals - Interpret blueprints - Ensure compliance with safety and building codes - Perform hands-on construction tasks like framing, structure, roofing, and installing fixtures. - Manage team of tradespeople and Labourers	<i>Builder Requirements</i> - Ability to interpret plans and specifications - Ability to work within a team - Ability to work to tight deadlines - Ability to take initiative and solve problems <i>Builder Skills</i> - Project Management - Team Leadership - Problem-solving - Time Management <i>Builder Personal Traits</i> - Strong communication skills - Ability to work independently - Organisational skills - Ability to work to deadlines - Strong problem-solving skills - Good attention to detail
Electrician	Reports to the Builder	Install electrical systems	- A high school diploma - Completion of an electrician apprenticeship - At least two years of work experience - Electrician certification Indeed Editorial Team. (December 10, 2025). Electrician Job Description (Plus Duties and Requirements). Indeed Career Guide. Retrieved on November 14, 2025 from https://www.indeed.com/career-

Role	Authority	Responsibility	Competence
			advice/finding-a-job/job-of-electrician
Plumber	Reports to the Builder	Installs plumbing systems including sanitation and water Responsible for the installation of plumbing systems. Works in coordination with the Builder during the construction of the structural elements to avoid clashes. Subcontracted and Supervised by the Builder. - Preparing cost estimates. - Reading and interpreting blueprints to assess or plan plumbing installations and layouts. - Installing plumbing systems and fixtures. - Fitting appliances. - Cutting, welding and assembling pipes, tubes, fittings, and fixtures. - Inspecting and testing plumbing systems for safety, functionality, and code compliance. - Handling queries and responding to call outs. - Troubleshooting and resolving problems.	- Trade school diploma or completed apprenticeship. - 2+ years of experience as a plumber. - Valid plumbing license. - Good working knowledge of water supply, heating, and ventilation systems. - Proficiency in reading blueprints and using plumbing tools. - Strong critical thinking and troubleshooting skills. - Good listening and communication skills. - Good interpersonal skills and patience. - Physical dexterity. Peters, P. (January 30, 2025). Plumber Job Description. BetterTeam. https://www.betterteam.com/plumber-job-description
Labourers	Reports to the Builder	Support the work of the Builder, Electrician and Plumber	
Photography Consultant	Reports to the Project Assistant	Guide the procurement of photography and Video equipment Installation of the photography and videography equipment	- A minimum of 10 years of experience in photography and videography - Understands lighting, layout, and how to make the most of a small space

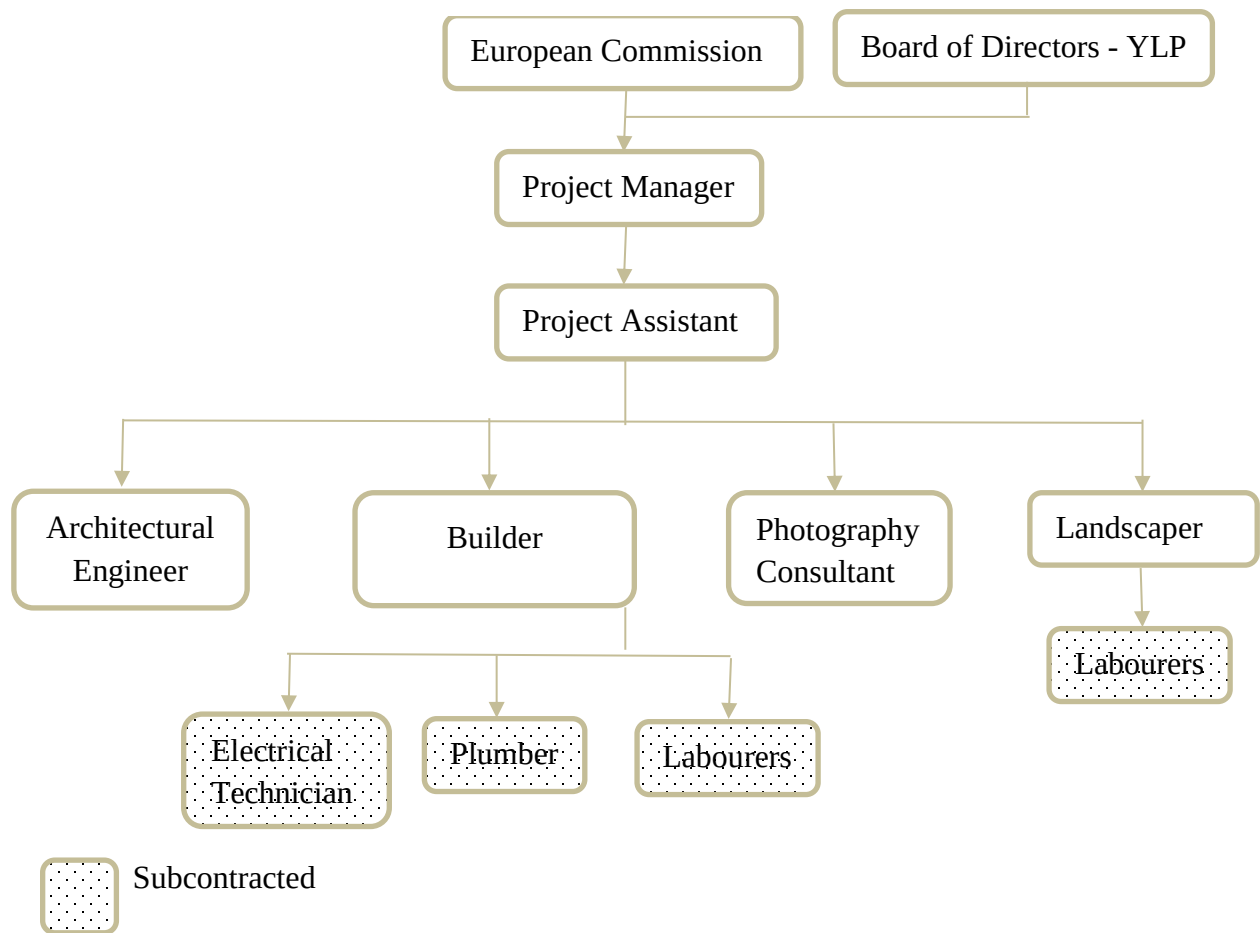
Role	Authority	Responsibility	Competence
Landscaper	Reports to Project Assistant	Build the outdoor landscape for the Photography and Videography Training Facility - Plants new flowers, trees, grass, hedges, and bushes. - Installs outdoor lighting and sprinkler systems. - Builds and renovates stone pathways, patios, and ledges. - Adheres to all safety precautions.	- High school diploma or equivalent qualification. - A minimum of 2 years' experience in undertaking similar work - Basic construction / masonry skills - Must be able to operate maintenance equipment including lawnmowers, leaf blowers, and hedge trimmers. - High attention to detail with excellent organizational skills. - Good stamina and physical health. - Must be over 18 years old. - Works well independently and with a team Peters, P. (Jan 22, 2025). Landscaper Job Description. Betterteam. https://www.betterteam.com/landscaper-job-description Monster. (2025). Landscaper Job Description Template. Monster. https://hiring.monster.com/resources/job-descriptions/building-maintenance/landscaper/

4.6.4 Project organization charts.

The project organization chart is a graphic display of project team members and their reporting relationships. The Project Manager has overall responsibility for the project and keeps the project sponsor (the European Commission) informed of the project progress. The Project Manager is the first point of contact for the Project Sponsor. The Project Assistant

oversees the day-to-day execution of tasks by stakeholders and ensure that the work of the contractors meet the schedule, budget, scope and quality requirements. The Project Assistant is the first point of communication for contractors.

Figure 4.6.3: Organisational Structure of the PV Construction Project



4.6.5 Project Team Assignment

In Table 4.73 below the roles of project team members are categorised as responsible, accountable, consulting or keep informed, based on the RACI methodology.

Table 4.6.3: Roles of Team Members

Project Tasks	Project Sponsor	Project Manager	Project Assistant	Architectural Engineer	Builder	Landscaper	Photography Consultant
Kickoff Meeting							
Procure Project Assistant	I	R					
Project Management Plan	I	R	C				
Procurement of Architectural Engineer	I	A	R				
Preparation of Building Design	I	A	C	R			
Approval of Building design	I	A	C	R			
Procurement of Building Contractor	I	A	R	C			
Procurement of Materials	I	A	R	C			
Mobilisation	I	A	C	C	R		
Site preparation	I	A	C	C	R		
Foundation / substructure work	I	A	C	C	R		
Superstructure work	I	A	C	C	R		
Building Enclosure	I	A	C	C	R		
Mechanical, Electrical and Plumbing (MEP) Systems installation	I	A	C	C	R		
Interior Finishes	I	A	C	C	R		
Landscaping	I	A	C	C		R	
Procurement of Videography Consultant	I	A	R				
Procurement of equipment and materials	I	A	R				C
Installation of equipment	I	A	C				R
Final Construction	I	A	C		R		

Project Tasks	Project Sponsor	Project Manager	Project Assistant	Architectural Engineer	Builder	Landscaper	Photography Consultant
Commissioning Ceremony	I	R					
Monthly Status Meetings		R	C				
Progress Reports		R	C				
Technical Meetings		R	C				

	Responsible		Accountable		Consulted		Informed
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4.6.6 Project team resource management

This section provides guidance on how project team resources should be defined, staffed, managed, and eventually released.

- a. *Training.* Training strategies for team members. – All members of the construction will be required to undergo training on worksite safety standards prior to commencement of work
- b. *Team development.* Methods for developing the project team.
- c. *Resource control.* Resources will be procured prior to the commencement of work. The Builder will prepare weekly reports on resource inventory to ensure efficient usage of resources and that additional resources that may be required are procured in a timely manner. Project team members will be bound to the project by formal contracts that require adequate notice and appropriate penalties should they be unable to complete the work.
- d. *Recognition plan.* Verbal recognitions will be given to project team members during meetings and the commissioning ceremony for the following adherence to safety standards, quality of delivery and delivery on or before the planned project schedule.

4.6.7 Team Charter

The team charter establishes clear expectations regarding acceptable behaviour by project team members. It comprises the comprising the guiding values and conflict resolution process for this project. Team members are required to commit to the guidelines set out in the Charter prior to commencement of work. All project team members share responsibility for ensuring the rules documented in the team charter are followed.

Table 4.6.4: Project Team values

Value	Description
Integrity	Team members should be impartial, thorough and focused on the end business result. Decision-making by team members should be free from prejudice or favouritism. Tasks should be finished completely and in a comprehensive manner. Team member should be clear about the project requirements and the work that they are requested to undertake.
Innovation	All employees are encouraged to actively contribute to generating and implementing ideas that add value to the project.
Accountability	Senior team members accept the consequences, both positive and negative, for the results of the project
Honesty	Team members are expected to act in truthful manner both in communications and in conduct
Respect	Team members should show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources
Passion	Team members should demonstrate self-reliance, resilience, and leadership in the execution of their work
Trust	Team members are expected to practice honesty, fairness, consistency, and open communication to foster trust among fellow team members. This includes delivering on promises, admitting mistakes, respecting team members, and demonstrating care and empathy for both the team and stakeholders
Teamwork	Team members should embrace a spirit of collaboration, openness, communication and empathy with team members

Source: (Project Management Institute, 2025)

Figure 4.6.1: Conflict resolution process



4.7 Communications Management Plan

The Communication Management Plan describes the interest of stakeholders, their classification based on their position (for or against), power and interest and the communication strategy for each stakeholder.

4.7.1 Stakeholders' Classification

Table 4.8.1 below describes the varying interests of each stakeholder. No stakeholder is entirely opposed to the project.

Table 4.8.1: Interests of Stakeholders

	Stakeholders	Interests	Authority
1	Project Manager	Meeting the project's cost, scope, schedule and quality requirements	Reports to the Project Sponsor
2	Project Assistant	Meeting the project's cost, scope, schedule and quality requirements	Supervises contractors Reports to the Project Manager
3	Donor	Meeting the development needs of beneficiaries	Provides financial resources for the project based on agreed requirements
4	Architectural Engineer	Design a building in accordance with photography and videography standards, national regulations and donor requirements	Reports to the Project Assistant
5	Builder	Construction of a building in accordance with photography and videography standards, national regulations and donor requirements	Reports to the project Assistant Subcontracts and supervises The electrician, plumber and labourers
6	Landscaper	To create aesthetically pleasing environment for users	Reports to the Project Assistant

	Stakeholders	Interests	Authority
7	Photography / Videography Consultant	Replicate a photography and videography studio that meets industry standards	Reports to the Project Assistant
8	Youth (beneficiaries)	To have a training experience that prepares them to practice at the highest standard in the photography and videography industry	Provides input during consultative meetings
9	Instructor/s	To teach students photography and videography in accordance to minimum industry standards	Provides input during consultative meetings
10	Community Members	To a safe building for youths that will be utilising the facilities	Reports to Project Assistant
11	Building Inspector	To ensure approval is prior to construction. To ensure the building design meets safety standards	Approves Building Design
12	Electrical Inspectorate	To ensure that the electrical installations are safe for users	Issuance of Permits to Perform Electrical Installations. Issuance of Certificates for code compliant electrical installations. Inspection and Testing of Electrical Installations.

4.7.2 Classification of Stakeholders

Each stakeholder is classified based on their overall positive or negative position on the execution of the project, their power to influence the outcome of the project and their interest in the outcome of the project.

Table 4.7.1: Classification of Stakeholders

	Stakeholders	Position	Power	Interest
1	Project Manager	+	4	5
2	Project Assistant	+	3	5
3	Donor	+	5	5
4	Architectural Engineer	+	2	3
5	Builder	+	2	3
6	Landscaper	+	1	3
7	Photography / Videography Consultant	+	2	3
8	Youth (beneficiaries)	+	3	5
9	Instructor/s	+	3	4
10	Community Members	+	4	3
11	Building Inspector	+	5	3
12	Electrical Inspectorate	+	4	3

Power: 1 – Low, . . . 5 - High

Interest: 1 – Low, . . . 5 - High

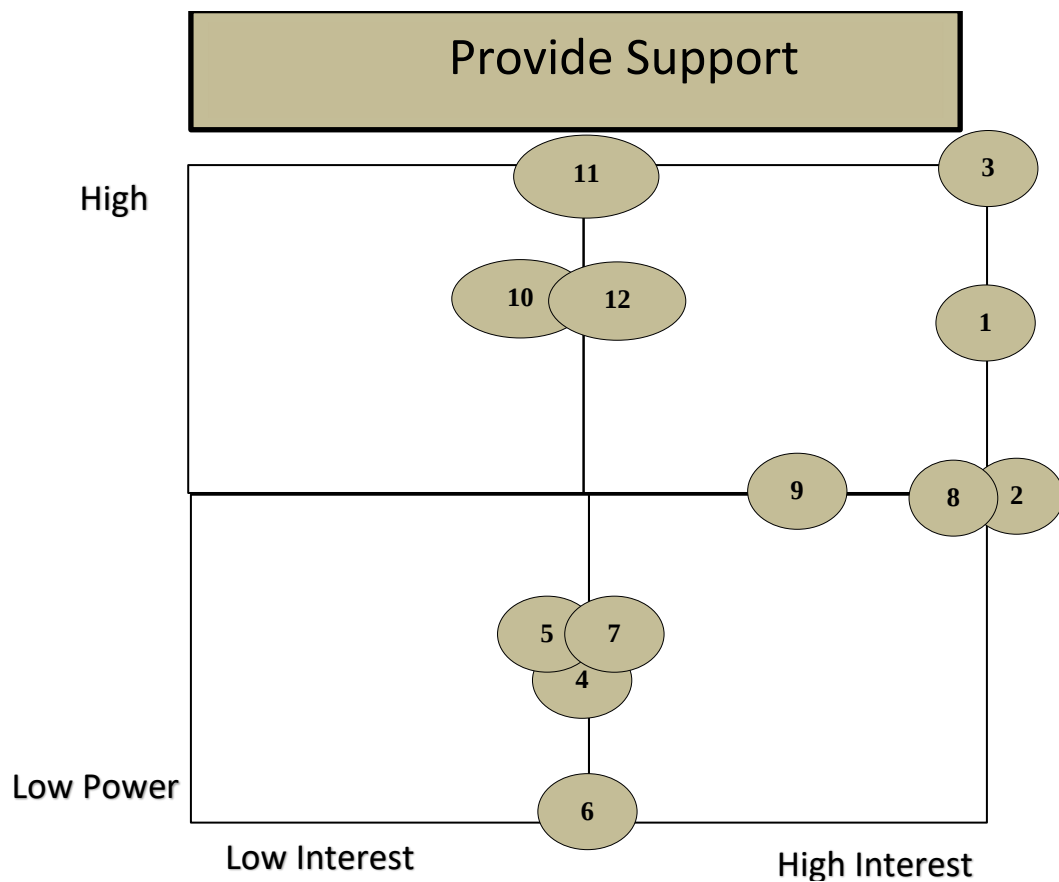
Position: + In favour, - Against

4.7.3 Stakeholders Mapping Of Data

For the Stakeholder Mapping exercise below, the values in the previous leaderboard was used to position the points on the map, with the vertical column representing the level of power and the horizontal column, the level of interest of stakeholders. The numbers in the circle correspond to the order inside the table. The stakeholder with the highest power and

interest is the European Union, the sponsor for the project (Table 4.7.2). This is followed by the community members, the building inspector and the electrical inspectorate. The stakeholders with the lowest influence are the Architecture Engineer, Builder, Landscaper and Photography Consultant.

Table 4.7.2: Mapping of Stakeholders



4.7.4 Define Strategies

In this Section, we identify the strategies that aim at achieving the stakeholders' management to maintain and increase the interest of those who agree with the project. There are currently no opposing stakeholders for this project.

Table 4.7.3: Communication Strategies

	Stakeholders	Interests	Strategy
1	Project Manager	Meeting the project's cost, scope, schedule and quality requirements	- Weekly updates from Project Assistant, or as required - Participation in weekly team meetings
2	Project Assistant	Meeting the project's cost, scope, schedule and quality requirements	- Weekly meetings with Project Manager, or as required - Participation in Project team meetings - Daily updates from project contractors
3	Donor	Meeting the development needs of beneficiaries	- Monthly status meetings with Donor - Quarterly reports (See Appendix 6) - Final Report - Participation in commissioning of building
4	Architectural Engineer	Design a building in accordance with photography and videography standards, national regulations and donor requirements	- Meeting with Project Assistant and Project Manager to Discuss requirements - Weekly update meetings to review draft designs - Participation in weekly team meetings
5	Builder	Construction of a building in accordance with photography and videography standards,	- Daily inspection by Project Assistant

	Stakeholders	Interests	Strategy
		national regulations and donor requirements	- Participation in weekly team meetings
6	Landscaper	To create aesthetically pleasing environment for users	- Daily inspection by Project Assistant
7	Photography Videography Consultant /	Replicate a photography and videography studio that meets industry standards	- Daily inspection by Project Assistant - Participation in weekly team meetings
8	Youth (beneficiaries)	To have a training experience that prepares them to practice at the highest standard in the photography and videography industry	- Participation in Community consultation meeting at commencement of the project finalise their requirements for the project - Participation in commissioning of building
9	Instructor/s	To teach students photography and videography in accordance to minimum industry standards	- Community consultation meeting at commencement of the project finalise their requirements for the project - Participation in commissioning of building
10	Community Members	To a safe building for youths that will be utilising the facilities	- Community consultation meeting at commencement of the project finalise their requirements for the project - Participation in commissioning of building
11	Building Inspector	- To ensure approval is prior to construction. - To ensure the building design meets safety standards	- Consultation with building inspector prior to the commencement of the work - Communication of the final designs - Monitoring of construction work - Participation in commissioning of building

	Stakeholders	Interests	Strategy
12	Electrical Inspectorate	To ensure that the electrical installations are safe for users	- Consultation with building inspector prior to the commencement of the work - Meeting following the completion of the electrical work

4.7.4.1 Communications matrix.

Table 4.7.4: Communication Matrix – P&V Construction Project

Communication Type	Audience	Description/Purpose	Frequency	Owner	Channel
Kickoff Meeting	- Project Manager - Project Assistant - Architectural Engineer - Builder - Landscaper - European Commission - Local Building Authority - Youths - General Public - Instructors	- To mark the commencement of the project - To introduce project, to review objectives and goals	Once	Project Manager	In-person and virtual for persons unable to attend in-person
Project Team Meetings	- Project Manager - Project Assistant - Architectural Engineer Builder - Landscaper	Written Reports to update Manager and to feed into Quarterly report	Weekly	Project Assistant	EmailIn-person and virtual for persons unable to attend in-person

Communication Type	Audience	Description/Purpose	Frequency	Owner	Channel
Technical and Creative Design Meeting	- Project Assistant - Architectural Engineer - Builder - Landscaper	Verbal report	As needed	Project Assistant	In-person
Project status meetings	- European Commission - Project Manager - Project Assistant	Meeting on project status	Monthly	Project Manager	Virtual
Project Status Reports	- Project Sponsor	Written Report on Project Expenditure and Progress on Works, provide updates on project issues	Quarterly	Project Manager	
Project Commission Ceremony	- Project Manager - Project Assistant - Architectural Engineer - Builder - Landscaper - European Commission	To present the final project's deliverables	Once	Project Manager	In-person

Communication Type	Audience	Description/Purpose	Frequency	Owner	Channel
	- Local Building Authority - Youths - General Public - Instructors				

4.7.5 Communication Delivery Methods and Technologies

Table 4.8.1 below describes how the project information will be made available to the stakeholders.

Table 4.7.5: Communication Delivery Methods and Technologies

Stakeholder	Communication Method	Technology
Project team	- In-person weekly meetings - Powerpoint Presentation	- Computer - Projector
Project sponsor	- In-person for commencement and closing of the project, Virtual meetings (Teams / Zoom) and Written Project Reports (shared via email) - Organisation's Social Media Platform	- Microsoft Teams / Zoom - Powerpoint Presentation - Projector - Audio / Visual System - Email - Computer - Internet
Guyana Electrical Inspectorate	Formal Letter	- Computer - Printer
New Amsterdam Municipality	Formal Letter	- Computer - Printer
General Public	- Electronic and Print Media (at the commencement and close of the project) - Organisation's Social Media Platform	- Computer - Internet
- Project team - Project sponsor - General Public - Instructors - Youths	- In-person - Kickoff meetings and commissioning ceremony - Electronic and Print Media (at the commencement and close of the project) - Organisation's Social Media Platform	- Computer - Internet

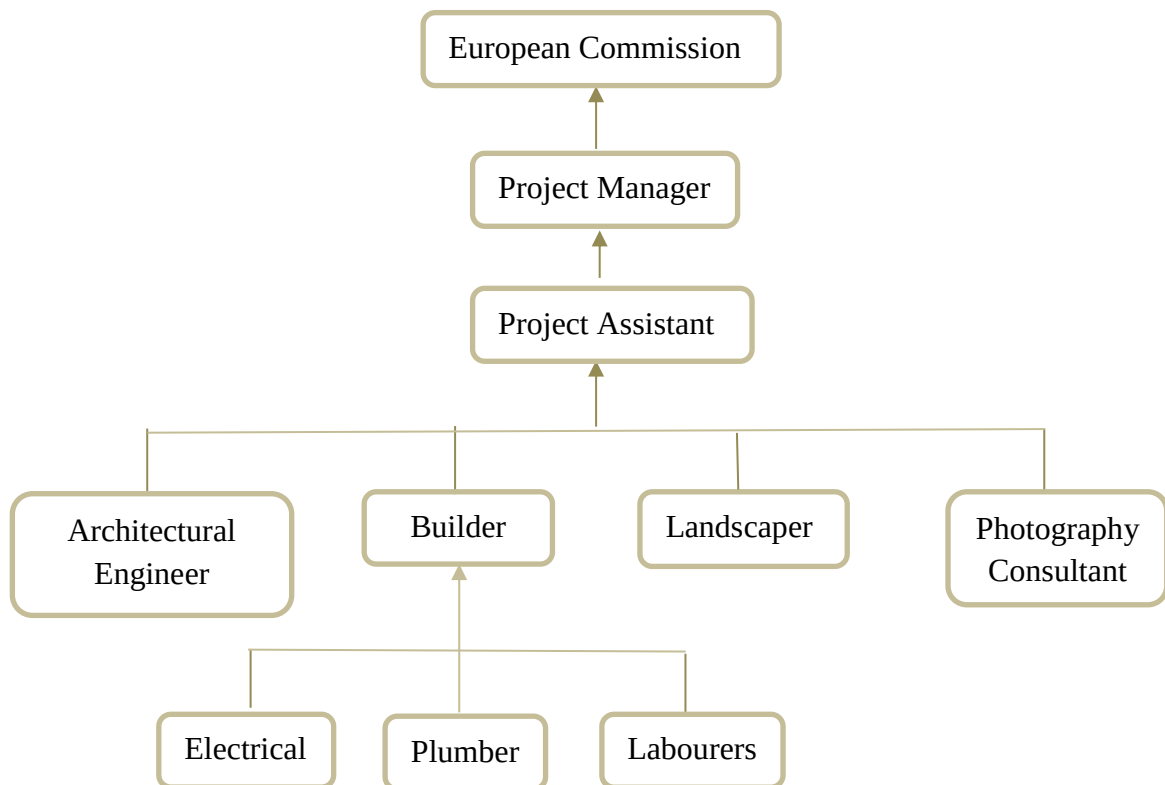
4.7.6 Project Reporting (Format) – P&V Construction Project

Report templates for Interim and Final Narrative and Financial Reports can be found in Appendix 7 (<https://www.europeanacademy.com/templates-guides/>)

4.7.7 Communication Standards – Escalation Model

The diagram below describes the standard escalation model the project will use to provide a framework for escalating communication issues.

Figure 4.7.1: Escalation Channel of Communication



4.8 Procurement Management Plan

4.8.1 Scope of Procurement

The procurement for the P&V Construction Project includes procurement of administrative human resources to oversee the execution of the project and technical human resources that will be responsible for carrying out the work under the project. Other items that will be procured include materials and equipment for the construction of the training facility and photography and videography equipment and software for the outfitting of the building. The types of goods, service or works; specification; quantities and expected deliverables for the items to be procured under the project are detailed in the Table below.

4.8.2 Specifications – Human Resources

Type of Good, Service, /works	Deliverable	Item	Quantity	Specification
	Design of Building for Photography and Videography Training	Project Assistant	1	- Good understanding of project management principles, methodologies, and tools. - Excellent communication skills - Strong time management skills to ensure that project tasks are completed on time
	Construction of Photography and Videography Training Building			- Ability to analyze project data, identify patterns, and draw conclusions. - Lead and motivate team members, foster a positive team environment, and resolve conflicts.
	Outfitting of a Building for Photography and			- Good understanding of the technical aspects of the project. Familiarity with software and technology used in the project,

Type of Good, Service, /works	Deliverable	Item	Quantity	Specification
	Videography Training			understanding of technical requirements and constraints, and the ability to troubleshoot technical issues. - Highly organized, able to manage multiple tasks simultaneously, and maintain accurate records and documentation. - Ability to create and maintain project plans, schedules, and budgets. - A minimum of a bachelor's degree in engineering, business, or construction management or other relevant field - Certification in Project Management Senapathy, Y. (June 12, 2024). Assistant Project Manager: Definition, Responsibilities, Skills, Education, and Experience. Project Management Training Institute. https://www.4pmti.com/learn/assistant-project-manager/
	Design of Building for Photography and Videography Training	Architectural Engineer	1	<i>Qualification</i> - Bachelor's degree in Architectural Engineering or related field - Minimum 5 years of experience in architectural engineering - Proficiency in AutoCAD, Revit, and other design software - Knowledge of national building codes and construction standards - Excellent problem-solving and analytical skills - Experience with sustainable design practices is a plus

Type of Good, Service, /works	Deliverable	Item	Quantity	Specification
				- Attention to detail and commitment to quality JobEd. (n.d.). Architectural Engineer. https://www.jobed.ai/architectural-engineer
	Construction of Photography and Videography Training Building	Builder	1	<i>Qualifications</i> - Certification in Construction / Civil engineering - Certification in Project Management - A minimum of 10 years of experience in Construction - Ability to interpret plans and specifications - Ability to take initiative and solve problems <i>Builder Skills</i> - Ability to interpret building plans
	Construction of Photography and Videography Training Building	Landscaper	1	- High school diploma or equivalent qualification. - A minimum of 2 years' experience in undertaking similar work - Basic construction / masonry skills - Must be able to operate maintenance equipment including lawnmowers, leaf blowers, and hedge trimmers. - High attention to detail with excellent organizational skills. - Good stamina and physical health. - Works well independently and with a team
	Outfitting of a Building for Photography	Photography Consultant	1	- A minimum of 10 years of experience in photography and videography

Type of Good, Service, /works	Deliverable	Item	Quantity	Specification
	and Videography Training			- Understands lighting, layout, and how to make the most of a small space

4.8.3 Specification of Building

Deliverable	Product	Product Specifications	Justification
3. Design of Photography and Videography Training Facility 4. Construction of Photography and Videography Training Building	Studio Space	At least 25 feet wide on both sides with no columns obstructing the shoot area (ISA AYDIN Commercial Product Photography, 2024)	To allow for shooting different styles and equipment setups
	Ceiling	At least 12 feet high (ISA AYDIN Commercial Product Photography, 2024)	To avoid unwanted reflection and to allow for overhead lighting, cranes, and booms
	Walls	Matte white or gray (ISA AYDIN Commercial Product Photography, 2024)	To avoid interference with lighting setups
	Accessibility (Parking space)	Parking space – 13 – 9x18 feet parking lots (American Legal Publishing Code Library, 2025) Door width - 32 – 36 inches (Guyana Code of Practice for Building, 2005; Republic of Guyana, Persons with Disabilities Act, 2010) Door Opening Type – Automatic Opening	Sufficient door opening for wheelchair access, parking space for students and team (ISA AYDIN Commercial Product Photography, 2024)
	Floors	Hardwood, concrete or laminated flooring	For easy maintenance

Deliverable	Product	Product Specifications	Justification
		(ISA AYDIN Commercial Product Photography, 2024)	
	Power and electrical setup	High-voltage outlets (More than 2000 Watts) 120/240V supply Type G sockets Backup generator (ISA AYDIN Commercial Product Photography, 2024)	For heavy power usage Surge protectors Dedicated power circuits

4.8.4 Specification of Photography Equipment

Deliverable	Product	Product Specifications	Justification
Outfitted Photography and videography Training Facility	Camera	Mirrorless and medium-format Cameras - (Mak, 2025) (ISA AYDIN Commercial Product Photography, 2024)	Provides high-resolution images, accurate colour reproduction
	Lenses	24-70mm Zoom Lens ((Mak, 2025)	For tight groupings, moving subjects or multi-angle coverage
		50mm Prime Lens (Mak, 2025)	For full-body or environmental portraits
		35mm or 40mm Lens (Mak, 2025)	Wider coverage to fit multiple people without distortion; for storytelling and capturing multiple subjects in frame
		85mm Prime Lens (Mak, 2025)	For headshots
		100mm Macro Lens (Mak, 2025)	To capture small details with sharpness and clarity

Deliverable	Product	Product Specifications	Justification
		135mm or 150mm Prime Lens (Mak, 2025)	Compressed perspective, flattering facial proportions, and high-detail captures
		Tilt-Shift Lens	Provides creative editorial effects (Mak, 2025)
	Tripods	Heavy-duty C-stands (ISA AYDIN Commercial Product Photography, 2024)	
	Tethering Cable and Extension Cables	Tethering cable to connect the camera to the laptop (including multiple spare cables) (ISA AYDIN Commercial Product Photography, 2024)	
	Monitors	- Resolution: 4K or higher - Panel Type: IPS panels - Colour Coverage: 99–100% of AdobeRGB	- For precise detail. - For accurate colours and wide viewing angles - For true-to-life colours. (Mak, 2025)
	Laptops	- Processor - Apple M4 Pro/Max or Intel i7/i9 (14th gen+) / AMD Ryzen 9 - RAM - 32GB minimum (64GB recommended for Lightroom + Photoshop + video editing) (Mak, 2025). - Storage - At least 1TB SSD for large RAW libraries (Mak, 2025). - Display - 4K or Retina, covering 100% sRGB / AdobeRGB. (Mak, 2025). - Ports - Thunderbolt 4/5/ USB-C for tethering and	- For multitasking & AI-based editing (Mak, 2025)

Deliverable	Product	Product Specifications	Justification
		fast data transfer (Mak, 2025)	
	Printer	- Colour Accuracy - wide colour gamut (AdobeRGB or DCI-P3) (Mak, 2025)	For true-to-life tones. -
		- Print Size - between 8×10”, 11×14”, or large-format printers depending on your output needs. (Mak, 2025)	-
		- Ink Type i. Laserjet ii. Pigment-based - iii. Dye inks - faster and cheaper but fades quicker. (Mak, 2025)	For longevity and vibrant colours.
		- Connectivity USB, Wi-Fi, or Ethernet connections (Mak, 2025)	For easy tethered printing during shoots.
	Memory Card	- Speed Class - high-speed cards	For large RAW files and 4K video.
		- Capacity - 64GB, 128GB, or higher	For long sessions.
		- Durability- waterproof, shockproof, and temperature-resistant cards	For extra safety.
		- Compatibility - Matches the camera (SD, microSD, or other formats).	-
	External SSD Drives	- SSD Enclosures (Thunderbolt 5) (Mak, 2025)	-
	Camera Bags	50L capacity	
		Padded interior with dividers (Mak, 2025)	To Protects gear

Deliverable	Product	Product Specifications	Justification
	Equipment Case	- External Dimensions: 37.8" x 11.4" x 15.7" (96 x 29 x 40 cm); - Internal Dimensions: 34.6" x 9.8" x 13.8" (88 x 25 x 35 cm);	-
		High-quality nylon and plastic material	To endure heavy-duty use
		Spacious main compartment with adjustable dividers	To accommodates various photography equipment and accessories.
		Two wheels and a top handle	For convenient transport
	Lighting Set	(4) 7ft/200cm Light Stands,	
		(2) Single Head Light Holders	
		(4) 24W 5700K LED Bulbs (total equivalent to 800W regular incandescent bulbs),	
		(2) 33"/84cm Umbrellas,	
		(2) 24" x 24"/60cm x 60cm Softboxes,	
		(3) 1.8m x 2.8m/6ft x 9ft Polyester Backdrops (Black/White/Green),	
		(6) Backdrop Clamps,	
		(1) 2.6m x 3m/8.5ft x 10ft Background Stand Support System,	
		a Carry Bag for Background Support System, and	
		a Carry Bag for Continuous Lighting Kit	

Deliverable	Product	Product Specifications	Justification
	Extension Cables	20 feet (Black) 50 feet (Black)	

4.8.5 Procurement Methodology

The procurement methodology describes the approach to acquiring goods and services, such as competitive bidding, direct purchasing or sole sourcing. It ensures the process is fair, transparent, and meets organizational standards and legal requirements. The procurement methodologies selected for this project were guided by the “Regulation for the European Parliament and the Council” (European Commission, 2022). The following are the categorisation of Contracts based on the European Commission (2022) Financial Procedure. Since all the contracts anticipated under this contract will be classified as very low value, low value, middle value, negotiated procurement procedure is permissible in accordance with Article 6.3 / 14.1 of the Financial Procedures Manual (European Commission (2022)). This procedure allows contracting authority to conduct direct discussions with the selected supplier to refine offers.

Contract Type	Value	Procurement Method
Very Low Value Contract	Not exceeding EUR 15,000.00	Negotiated procedure Article 6.3 / 14.1
Low Value Contract	> 15,000 not exceeding 100,000.00	Negotiated procedure Article 6.3 / 14.1

Middle Value Contract -	> EUR 100 000 and below EUR 300 000	Negotiated procedure Article 6.3 / 14.1
High		Restricted Procurement – Selective Tender A minimum of five proposal

4.8.6 Supplier Selection Criteria

Supplier selection criteria set the standards for evaluating potential suppliers or vendors. It may include factors like cost, quality, experience, delivery time and reputation. This ensures that the best-suited suppliers are chosen based on predefined requirements.

Type of Good, Service, /works	Deliverable	Item	Criteria for Selection / Evaluation	Points
Human Resources	Design of Building for Photography and Videography Training	Project Assistant	Qualification / Education: A minimum of a bachelor's degree in engineering, business, or construction management or other relevant field	20
			Certification in Project Management	
	Construction of Photography and Videography Training Building		Experience: A minimum of 5 years of experience in managing construction projects	30
	Outfitting of a Building for Photography and Videography Training		Skills:	30
			Availability to commence on the required date	20
	Design of Building for Photography and Videography Training	Architectural Engineer	- Qualification / Education: Bachelor's degree in Architectural Engineering or related field	20
			- Experience: Minimum 5 years of experience in architectural engineering	30
			Skills	20

Type of Good, Service, /works	Deliverable	Item	Criteria for Selection / Evaluation	Points
			- Availability	20
			- Cost	10
	Construction of Photography and Videography Training Building	Builder	Qualification / Education	20
			Experience	30
			Skills	20
			Availability	20
			Cost	10
	Construction of Photography and Videography Training Building	Landscaper	Qualification	20
			Experience	30
			Skills	20
			Availability	20
			Cost	10
	Outfitting of a Building for Photography and Videography Training	Photography Consultant	Qualification / Education	20
			Experience	30
			Skills	20
			Availability	20
			Cost	10
Materials	Construction of Photography and Videography Training Building	Supplier – Construction Materials	Cost – Lowest bidder / within Budget Limit	40
			Delivery Time – Delivery time within the stipulated project schedule	30
			Quality	30
Equipment	Construction of Photography and Videography Training Building	Supplier of Equipment for Construction	Cost – Lowest bidder / within Budget Limit	40
			Delivery Time – Delivery time within the stipulated project schedule	30
			Quality	30
	Outfitting of a Building for Photography and Videography Training	Supplier of Photography and Videography Equipment	Cost – Lowest bidder / within Budget Limit	40
			Delivery Time – Delivery time within the stipulated project schedule	30
			Quality	30
Software	Outfitting of a Building for Photography and Videography Training	Supplier of Adobe software	Cost – Lowest bidder / within Budget Limit	40
			Delivery Time – Delivery time within the stipulated project schedule	30
			Quality – Meets production specifications	30
Services	Construction of Photography and		Cost – Lowest bidder / within Budget Limit	40

Type of Good, Service, /works	Deliverable	Item	Criteria for Selection / Evaluation	Points
	Videography Training Building	Supplier of Meals	Delivery Time – Delivery time within the stipulated project schedule	30
			Experience	30
		Supplier of Chairs	Cost – Lowest bidder / within Budget Limit	40
			Delivery Time – Delivery time within the stipulated project schedule	30
			Experience	30
		Supplier of Internet Connection	Cost – Lowest bidder / within Budget Limit	40
			Delivery Time – Delivery time within the stipulated project schedule	30
			Experience	30
		Supplier of Interior Decoration Services	Cost – Lowest bidder / within Budget Limit	40
			Delivery Time – Delivery time within the stipulated project schedule	30
			Experience	30

4.8.7 Procurement Schedule

A procurement schedule outlines the timeline for the procurement process, including key milestones such as issuing tenders, receiving bids and finalizing contracts. It ensures that procurement activities are completed on time, keeping the project on track.

Type of Good, Service, /works	Deliverable	Item	Procurement Schedule
Human Resources	Design of Photography and Videography Training Building	Project Assistant	October 1 – November 11, 2026
	Construction of Photography and Videography Training Building		

Type of Good, Service, /works	Deliverable	Item	Procurement Schedule
	Outfitting of a Building for Photography and Videography Training		
	Design of Photography and Videography Training Building	Architectural Engineer	February 4 – March 3, 2027
	Construction of Photography and Videography Training Building	Builder	April 27 – June 28, 2027
	Construction of Photography and Videography Training Building	Landscaper	
	Outfitting of a Building for Photography and Videography Training	Photography Consultant	April 27 – May 31, 2027
Materials	Construction of Photography and Videography Training Building		June 29 – July 28, 2027
Equipment	Construction of Photography and Videography Training Building	Videography and Photography Equipment	June 29 – July 28, 2027
Equipment	Outfitting of a Building for Photography and Videography Training	Laptop Computer Projector and screen Audio /Equipment	June 1 – 14, 2027
Software	Outfitting of a Building for Photography and Videography Training	Zoom / Microsoft Team subscription	October 1 – November 11, 2026
		Adobe Photo editor	June 1 – 14, 2027
Services	Construction of Photography and Videography Training Building	Rental of Chairs	January 25 – March 6, 2027
		Interior Decorator	January 25 – March 6, 2027

Type of Good, Service, /works	Deliverable	Item	Procurement Schedule
		100 Meals	January 25 – March 6, 2027
		Transportation	Restricted Procurement - Request for Quotation (RFQ) A minimum of five individuals will be invited to submit CVs for evaluation.

4.8.8 Roles and Responsibilities of Project Team in Procurement Management

The Table below defines who is responsible for each aspect of the procurement process. It ensures clear accountability, coordination, and communication between stakeholders involved in procurement, such as project managers, procurement officers and legal teams.

Role	Responsibility
Project Manager	- Secures project resources, optimise workflows, and manage budgets. - Prepares Contracts
Project Assistant	- Assist the PM in identifying resource requirements, managing resource conflicts, and ensuring that resources are utilized efficiently. - Overall responsibility to manage delivery under the contract and act as a first point of contact for the supplier. - Manage relationships with key stakeholders. - Keep records of important phone calls, meetings and correspondence. - Report to senior management on the supplier's performance and delivery under the contract. - Escalate issues that cannot be resolved at Project Assistant level. - Report to the Project Manager - Finalise cost estimates and project budget - Prepare RFPs - Requests Quotations and Proposals

Role	Responsibility
Builder	- Prepare cost estimates and budgets - Report resource use to ensure adequate resources are available at all times
Photography Consultant	- Prepare cost estimates and budgets for photography/ videography Equipment - Report resource needs to ensure adequate resources are available at all times
Landscaper	- Prepare cost estimates and budgets - Report resource use or needs to ensure adequate resources are available at all times

4.8.9 Contract Management Plan

The contract management plan details how contracts will be managed, monitored, and enforced throughout the procurement process. This includes performance evaluations, dispute resolution processes and ensuring that suppliers meet contractual obligations.

4.9 Risk Management Plan

In this Section, the risk management plan for the project is present. The Plan consists of the list of project risks, assessment of the risks and identification of management strategies for major risk (those classified as medium, high or extreme). The Risk Management Plan for the P&V Construction Project provides a structured and proactive approach to identifying, assessing and managing risks that could affect the project's implementation.

4.9.1 Risk Identification

A proactive approach will be taken to identify risks that could affect project implementation. Risks will be classified into key categories: technical, organisational, external and project management risks (**Table 4.7.4**).

Table 4.9.1: Risk Breakdown Structure for the P&V Construction Project

RBS Level 1	RBS Level 1	RBS Level 2	RBS Level 3
0. All Sources of Project Risk	1. Technical Risk	1.1. Design Flaws 1.2 Construction errors 1.3 Estimates, Assumptions & Constraints	1.1.1 Misinterpretation of design requirements for the building leading to design error 1.1.2 Ill-defined stakeholder requirements 1.2.1 Misinterpretation of design by builder leading to construction errors 1.3.1 Underestimation of resources required for the project
	2.Organisational Risk	2.1 Resource shortages 2.2. Poor Communication 2.3 Project Governance	2.1.1 Inadequate administrative support for the project 2.2.1 Lack of communication between project team, contractors and subcontractors leading misinterpretation of requirements and poor organisation of work 2.3.1 Unclear roles and responsibilities among project team members

RBS Level 1	RBS Level 1	RBS Level 2	RBS Level 3
	3. External Risks	3.1 Weather Events 3.2 Changes in Regulations 3.3 Political Changes 3.4 Land Acquisition 3.5 Construction Permits 3.6 Procurement	3.1.1 Heavy rainfall may lead to delays site preparation, construction works, landscaping and commissioning ceremony 3.2.1 Changes in national design and construction regulatory requirements may delay the design and approval processes 3.3.1 Changes in the priority of the project sponsor resulting in disruption of funding 3.4.1 Difficulty accessing land 3.5.1 Delays in approval of construction design 3.6.1 Delays in Procurement of Materials
	4. Project Management Risk	4.1 Schedule Delays 4.2 Cost overruns	4.1.1 Unavailability of equipment to be rented leading to delays in the project schedule 4.1.2 Slow execution of work by contractor 4.1.3 Unavailability of contractor or subcontractors to commence work 4.1.4 Death or illness of contractors 4.2.1 Cost overruns – resulting from increases in the materials required to complete the work 4.2.2 Increase in material costs

4.9.1.1 Roles and Responsibilities

The table 4.9.2 below provides an overview of the roles and responsibilities for the PV Construction Project for risk management activities.

Table 4.9.2: **Roles and Responsibilities of Risk Management Team for the P&V Construction Project**

Role	Responsibilities
Project Manager / Risk Manager	• Chairs the risk assessment meetings • Coordinates with Risk Managers to determine if the risk is unique • Identifies risk interdependencies across projects and verifies if risk is internal or external to project • Assigns risk classification and tracking number • Continually monitors the projects for potential risks throughout the project lifecycle • Analyzes any new risks that are identified and add these items to the Risk Register
Project Assistant/ Risk Manager	• Coordinates with the Project Coordinator to identify the risks, the dependencies of the risk within the project, and the context and consequence of the risk • Determines the impact, timing, and priority of the risk • Formulates the risk statements • Monitors and controls risks that have been identified • Reviews and updates the top-ten risk list [timeframe, as needed, every two weeks, etc.] • Escalates issues & problems to management • Provides updates on execution of project • Informs the Project Manager of new threats or changes in current threats
Risk Owners - Builders - Architectural Engineer - Landscaper - Project Assistant	• Determines which risks require mitigation and contingency plans. • Generates the risk mitigation and contingency strategies and performs a cost-benefit analysis of the proposed strategies.

Role	Responsibilities
	- Monitors, controls, and updates the status of the risk throughout the project lifecycle. - Aids in the development of the risk response and risk trigger - Carries out the execution of the risk response, if a risk event occurs - Participates in the review, re-evaluation, and modification of the probability and impact for each risk item on a weekly basis - Identifies and participates in the analysis of any new risks that occur - Escalates issues/problems to PM that significantly impact the projects triple constraint or trigger another risk event to occur - Highlights risks that require action prior to the next weekly review - Identifies and escalates risks where strategy is not effective or productive (causing the need to execute the contingency plan)
Project Steering Committee	- Assists in identifying and determining the context, consequence, impact, timing, and priority of the risks - Provides oversight and guidance on major risks and ensuring alignment with project objectives - Approval of risks response plans - Monitoring and Compliance- ensures that risk planning is aligned with regulatory and funding requirements of the GOSL and CDB
European Commission	- Monitoring and Compliance- ensures that risk planning is aligned with regulatory and funding requirements - Financial Risk Management-Monitors funding disbursement - Procurement and Contracting Compliance ensuring that all procurement meets transparency and accountability standards - Monitoring and Evaluation

4.9.1.2 Risk Assessment and response

In order to determine the severity of the risks identified by the team, a probability and impact factor will be assigned to each risk. The probability and impact of occurrence for each identified risk will be assessed using the categorisation in Tables 4.9.3, 4.9.4. and 4.9.5.

This process will allow the Project Manager to prioritize risks based upon the potential impact to the project. As risks are assigned a probability and impact, the Project Manager will move forward with risk mitigation/avoidance planning. By categorising risks based on their probability and impact, the plan enables strategic decision-making to minimize disruptions and ensure project's success. The use of mitigation, contingency, avoidance, acceptance and transfer strategies ensures that each identified risk is adequately addressed.

Table 4.9.3: **Probability Scale (Likelihood of Occurrence)**

Rating	Probability Description	Likelihood of Occurrence
Very High	Almost certain to occur	80% and above probability of occurrence
High	Likely to occur	Between 60% and 80% probability of occurrence
Medium	Possible to occur	Between 40% and 59% probability of occurrence
Low	Unlikely to occur	Between 20% and 39% probability of occurrence
Very Low	Rare occurrence	<20%

Table 4.9.4: **Impact Scale (Consequences)**

Rating	Impact Description	Potential Effect on Project
5-Catastrophic	Severe Project Failure	Project stops, major legal, reputational, or financial consequences
4-Major	Significant Disruption	Severe delays, budget overruns, failure to meet critical project objectives
3-Moderate	Manageable Disruption	Some delays, additional costs, but project objectives still achievable

2-Minor	Small inconvenience	Slight schedule impact, minor budget impact
1- Insignificant	Negligible Effect	

Figure 4.9.1: Risk Probability – Impact Matrix

PROBABILITY-IMPACT MATRIX					
IMPACT→	(1) Insignificant	(2) Minor	(3) Moderate	(4) Major	(5) Catastrophic
(5) Very High	Medium(M)	High (H)	High(H)	Extreme(E)	Extreme(E)
(4) High	Low (L)	Medium(M)	High (H)	High (H)	Extreme (E)
(3) Medium	Low (L)	Medium(M)	Medium (M)	High(H)	High(H)
(2) Low	Low (L)	Low (L)	Medium (M)	Medium (M)	High (H)
(1)Very Low	Low (L)	Low (L)	Low (L)	Medium(M)	Medium (M)

Each major risk (those falling in the Red & Yellow zones) was assigned to a risk owner for monitoring and controlling purposes to ensure that the risk will be addressed and managed appropriately. The Project Manager led the project team in developing responses to each identified risk. For each major risk, one of the following approaches was selected:

Table 4.9.6: Risk Response dictionary

Risk Response	Description
Avoid	Eliminate the threat or condition, or avoid impact to the project objectives by eliminating the cause.

Mitigate	this refers to action that reduce the probability or the impact of the risk
Accept	The project team accepts that the risk exists and makes no change to the project plan to address the risk.
Contingency	Define actions to be taken in response to risks.
Transfer	Shift the consequence and ownership of a risk by making another party responsible (buy insurance, outsourcing, etc.).

4.9.2 Risk Register for the P&V Construction Project

The Risk Register for the project is a log of all identified risks, their probability and impact to the project, the category they belong to, mitigation strategy, and when the risk is estimated to occur. This register will be created in the early planning phase of the project. Based on the identified risks and timeframes in the risk register, applicable risks will be added to the project plan. At the appropriate time in the plan—prior to when the risk is most likely to occur—the Project Coordinator will assign a risk manager to ensure adherence to the agreed upon mitigation strategy.

Critical risks will also be assigned a risk owner(s) who will track, monitor, and control their assigned risks. The risk owner will also provide a weekly status report to the Project Coordinator and Risk Management Team. This report should contain an assessment of the effectiveness of each risk response action. While some risks may be beyond the direct control of the team, strategic planning and early engagement with relevant stakeholders will be critical in mitigating their impact.

Table 4.9.5: **Risk Register – P&V Construction Project**

RBS Code	Cause	Risk	Consequence	Probability	Impact	PXL	Trigger	Owner	Strategy	Cost
1.1.1	Design Flaws	Misinterpretation of design requirements for the building leading to design error.	Some delays in completion and approval designs	Medium	Major	High	Draft designs submitted	Project Assistant Architectural Engineer	Mitigate - Document the requirements of stakeholders - Plan consultation meeting between the Architectural Engineer and stakeholders following the preparation of the draft designs	
1.1.2	Construction errors	Misinterpretation of design by builder leading to construction errors	Delays and cost overruns to implement corrective work Quality of delivery negatively affected Disapproval of	High	Major	High	Initiation of procurement	Project Assistant Architectural Engineer Builder	Mitigate – Daily inspection by the Project Assistant to ensure compliance with the building design Periodic site inspection and on-going guidance provided by the Architectural Engineer	

RBS Code	Cause	Risk	Consequence	Probability	Impact	PXL	Trigger	Owner	Strategy	Cost
			construction work							
1.1.3	Estimates, Assumptions & Constraints	Underestimation of resources required for the project	Additional costs, but project objectives still achievable	Medium	Major	High	Initiation of procurement	Project Assistant Builder	Mitigate – Review of the cost estimates by the Builder prior to procurement Contingency – Provide contingency fund for up to 15% of the baseline project cost to cover unplanned expenses	
2.1.1	Resource shortages	Inadequate administrative support for the project	Severe delays, failure to meet critical project objectives	Medium	Moderate	Medium		Project Manager	Avoid – Contract a Project Assistant externally to support the project	
2.2.1	Poor Communication	Lack of communication between project team, contractors and subcontractors leading misinterpret	Some delays, additional costs, but project objectives still achievable	Medium	Moderate	Medium	.	Project Manager Project Assistant Builder	Mitigate - Plan weekly statutory project team meetings - Encourage open communication with project	

RBS Code	Cause	Risk	Consequence	Probability	Impact	PXL	Trigger	Owner	Strategy	Cost
		ation of requirements and poor organisation of work							team members by utilizing social media messaging platforms such as WhatsApp	
2.3.1	Project Governance	Unclear roles and responsibilities among project team members	Severe delays, budget overruns, failure to meet critical project objectives	Medium	Moderate	Medium		Project Manager	Mitigate – Develop and disseminate the project's organisational structure to all project team members upon commencement	
3.1.1	Weather Events	Heavy rainfall may lead to delays site preparation, construction works, landscaping and commissioning ceremony	Severe delays, budget overruns, failure to meet critical project objectives	High	Major	High		Project Assistant Builder Landscaper	Mitigate – Plan external construction work outside of the months April – July and December – January, which are the rainiest months in Guyana	
3.2.1	Changes in	Changes in national	Some delays, additional	Very Low	Moderate	Medium		Project Manager	No action	

RBS Code	Cause	Risk	Consequence	Probability	Impact	PXL	Trigger	Owner	Strategy	Cost
	Regulations	design and construction regulatory requirements may delay the design and approval processes	costs, but project objectives still achievable							
3.3.1	Political Changes	Changes in the priority of the project sponsor resulting in disruption of funding	Minor scheduling effect, negligible budget effect	Very Low	Catastrophic	Medium	Notification from project sponsor	Project Manager	Mitigate – Front load project expenditure to alleviate the impact of expected changes in the availability of funding under the project	
3.4.1	Land Acquisition	Difficulty accessing land	Some delays, additional costs, but project objectives still achievable	Low	Catastrophic	High		Project Manager Project Assistant	Mitigate - Plan consultation meeting with all stakeholders prior to the commencement of the work to discuss the project schedule to allow for planning ahead of the execution of works	

RBS Code	Cause	Risk	Consequence	Probability	Impact	PXL	Trigger	Owner	Strategy	Cost
3.5.1	Construction Permits	Non-approval or approval delays in the construction design	Slight schedule impact, minor budget impact	High	Catastrophic	High		Project Assistant Architectural Engineer	Mitigate – Invite local authority to consultation and planning meeting for the project	
3.6.1	Procurement	Delays in Procurement of Materials	Slight schedule impact, minor budget impact	High	Minor	Medium		Project Assistant	Mitigate - - Commence procurement early in the project - Include penalties for late delivery of materials / equipment - Purchase materials locally to reduce delivery delays	
4.1.1	Schedule Delays	Unavailability of equipment to be rented leading to	Slight schedule impact, minor budget impact	Medium	Moderate	Medium		Project Assistant	Mitigate – Reserve equipment early / prior to the commencement of construction to	

RBS Code	Cause	Risk	Consequence	Probability	Impact	PXL	Trigger	Owner	Strategy	Cost
		delays in the project schedule							ensure the availability of equipment at the required time	
4.1.2	Schedule Delays	Slow execution of work by contractor	Some delays, additional costs, but project objectives still achievable	Medium	Moderate	Medium		Project Manager Builder Landscaper	Mitigate – - Procure materials early to avoid delays in construction - Include penalties in the contract for delays in the delivery of the project	
4.1.3	Schedule Delays	Unavailability of contractor or subcontractors to commence work	Some delays, additional costs, but project objectives still achievable	Medium	Major	Medium		Project Manager	Avoid Open source contractors to increase the options of contractors available to the project Include availability of contractors as a requirement for award of contract	

RBS Code	Cause	Risk	Consequence	Probability	Impact	PXL	Trigger	Owner	Strategy	Cost
4.1.4	Schedule Delays	Death or illness of contractors		Low	Major	Medium				
4.2.1	Cost overrun	Increase in the quantity of materials required to complete the work	Severe delays, budget overruns, failure to meet critical project objectives	Medium	Moderate	Medium		Project Assistant	Contingency – Provide contingency fund for up to 15% of the baseline project cost to cover unplanned expenses Review of estimates for materials with Builder and other key stakeholders	
4.2.2	Cost overrun	Increase in material costs technology /equipment.	Some delays, additional costs, but project objectives still achievable	High	Moderate	High		Project Manager	Contingency – Provide contingency fund for up to 15% of the baseline project cost to cover unplanned expenses	

4.9.3 Risks Monitoring

The level of risk on the project will be tracked, monitored, controlled and reported throughout the project lifecycle. The most likely and greatest impact risks will be added to the project schedule to ensure that proper monitoring occurs during the time of risk exposure. As risks are added to the project schedule, a Risk Manager will be assigned. During the bi-weekly project team meeting, the Risk Manager will discuss the status of their assigned risks. Only risks which fall in the current period will be discussed. Risk monitoring will be a continuous process throughout the life of this project.

Any secondary and residual risks that result from risk mitigation response will be documented and will follow the same risk management protocol as primary risks.

Risk Monitoring, Controlling, and Reporting

The changes in the assessment of project risks or new project risks will be discussed during project review meetings and Risk Register will be updated appropriately and stored by the Project Manager

6 CONCLUSION

Through the final graduation project the Project Management Plan for the Photography and Videography Training Facility was developed. The Project Management Plan developed include, the Scope Management Plan, the Schedule Management Plan, the Cost Management Plan, the Requirements Management Plan, the Quality Management Plan, the Resources Management Plan, the Communications Management Plan and the Risk Management Plan.

- The Scope Management Plan includes the project objectives, deliverables, constraints, acceptance criteria and project assumption. The Work Breakdown Structure was developed as part of the Scope Management Plan.
- Schedule Management Plan includes the list of activities, identification of the predecessors, successors and estimation of the duration of project activities. The critical path for the project is also identified.
- The Cost Management Plan includes a description of the resources required for each activity and the costs associated with resources. The costs are presented in the project budget.
- The Requirement Management Plan includes the identification and prioritisation of stakeholder requirements.
- The Quality Management Plan defines the project requirements, and the measurement matrices for managing and controlling the quality requirements for the project.

- The Resources Management Plan consists of Resource Breakdown Structure, the project team will be acquired, the project team organisational structure, the role of the project team, the strategy for managing project resources and the Team Charter.
- The Communications Management Plan identifies the stakeholders in the project, their role and prioritisation based on their power and interest. The Plan also include communication strategies and methods for engaging stakeholders based on their power, interest and available technology.
- The Risk Management Plan identifies the technical, organisation, external and project management risks associated with the project. The plan includes an assessment of the risks and the management strategy for risks. Monitoring plan for risks were also identified.

7 RECOMMENDATIONS

- The Project Management Plan would be enhanced by the availability of additional resources to expand consultation for the development of the Plan.
- The Scope Management Plan provides a good basis on which to plan for the project activities. Future changes in the project scope or activities should be reflected in an updated Project Work Breakdown Structure.
- The Cost Management Plan provides an estimation of project costs and should be updated during the Cost Management phase of the project.
- The Requirements Management Plan should be implemented
- Continuous monitoring of the Risk Management Plan to facilitate escalating and deescalating project risks is necessary for the effective management of risks.
- The Change Management Plan was not included in the Project Management Plan, although this is discussed under several individual management plans. The inclusion of the Change Management Plan may be considered when updating the Project Management Plan

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

8.1 Introduction

This chapter analyses the sustainability of the project based on the sustainable development goals, the regenerative development paradigm and the P5 Sustainability Impact Analysis model.

8.2 Relationship of the project to the Sustainable Development Goals.

This project aligns with the following seven Sustainable Development Goals:

- Goal 1: End poverty in all its forms everywhere- the final product of the project which is a training building will contribute to the economic development and poverty alleviation of young people
- Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10: Reduce inequality within and among countries
- Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

The following ten sustainable goals are not directly related to the project

- Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3: Ensure healthy lives and promote well-being for all at all ages
- Goal 5: Achieve gender equality and empower all women and girls
- Goal 6: Ensure availability and sustainable management of water and sanitation for all
- Goal 12: Ensure sustainable consumption and production patterns
- Goal 13: Take urgent action to combat climate change and its impacts
- Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

8.3 Analysis of the project according to Standard P5

An analysis of the sustainability impact of the project was conducted using the Standard P5 model developed by the GPM Global. The model was developed to assist in integrating the principles of regenerative and sustainable development in projects.

Sustainability impacts will include:

- Sustainability impacts will include:
- Lack of skills development in the local area
- Poor organisational morale and productivity
- High energy cost
- Reduce GHG emission both during the project and over the useful life of the building
- Lower demand for non-renewable energy
- Low quality of life for members of the local community

Responding to sustainability impacts will include:

- Consider the abilities of local organisations and individuals when planning project staffing
- Show zero tolerance for bias based on gender, race, age and other characteristics
- Develop youth programmes that support sustainability while also driving economic outcomes in the local area

- Actively seek to minimise the building's post-project energy consumption during operation
- Develop building designs that emit less GHG emission
- Utilise renewable energy sources such as solar power

The project will result in an overall improvement in sustainability score of 3.3 through the implementation of the above initiatives (see table below).

People Impacts	Initial Impact Score	New Impact Score	Change
Labour Practices and Decent Work	2.5	5.0	2.5
Society and Customers			
Human Rights			
Ethical Behaviour			
Overall People Score	5.0		

Planet Impacts	Initial Impact Score	New Impact Score	Change
Transport	3.0	5.0	2.0
Energy	1.0	5.0	4.0
Land Air, and Water	1.0	5.0	4.0
Consumption			
Overall Planet Score	5.0		

Prosperity Impacts	Initial Impact Score	New Impact Score	Change
Project Feasibility			
Business Agility			
Local Economic Impact	1.0	5.0	4.0
Overall Prosperity Score	5.0		

Overall Project Score	5.0		
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People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
 Employment and Staffing	Employment and staffing is the process of obtaining the personnel needed to carry out the project. It includes identifying the skills required for successful completion of the project, recruiting potential individuals (internally or externally), managing their time and performance, training them when needed, and compensating them accordingly.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Labor Management Relations	Labor/management relations in the project context means building trust, understanding, and cooperation among project and other managers, organizational staff, and project team members. It	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	involves respecting each other's opinions, resolving conflicts proactively, communicating clearly, and ensuring that everyone is aware of their roles and responsibilities.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Project Health and Safety	Project health and safety is the practice of creating safe working conditions for personnel involved in the project. It involves implementing measures such as hazard assessment, risk management, training, enforcement, and investigation. Its main goal is to ensure that workers are not exposed to any unnecessary	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	risks while performing their work.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Training and Qualifications	Training and qualifications is the process of ensuring that project team members have the necessary skills to effectively complete their work. It involves providing instruction, assessing proficiency, monitoring performance, and offering guidance.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Organizational Learning	Organizational learning is a form of knowledge	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	management in which organizational components and individual employees are encouraged to capture, share, and apply their knowledge. This enables the organization to adapt and improve its processes, products, and services over time.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
	Equal opportunity is the practice of providing individuals with access to jobs, opportunities, and responsibilities based on their qualifications regardless of gender, race, age, or other characteristics. It seeks to eliminate any type of discrimination in the	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	workplace and to ensure that all team members are treated fairly and given an equal chance to participate in an appropriate way.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	Yes	Project staff imported from outside the region	Lack of skills development in the local area	3	Consider the abilities or local organisations and individuals when planning project staffing	5	2	
		Fairness	Yes	Person denied jobs opportunities because of gender, race, age, or political affiliation	Poor organisational morale and productivity	2	Show zero tolerance for bias based on gender, race, age and other characteristics	5	3	
 Local Competence Development	Local competence development is the process of fostering and expanding skills,	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	knowledge, and expertise in the localities in which the project operates. It can involve providing training or education to local individuals, as well as encouraging collaboration and the sharing of resources between the project organization and local organizations or local individuals.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Work Life Harmony and Mental Health	Work-life harmony and mental health refers to the ability of individuals to strike a balance between their professional goals and commitments within their personal lives. This involves taking regular breaks from	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	work, developing healthy work habits, and engaging in activities that bring a sense of joy and contentment.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
Subcategory	Society and Customers	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Impact Score Before	Proposed Response	Impact Score After	Change	Comments (optional)
Element	Description									
 Community Engagement	Community engagement is the practice of treating local residents as stakeholders in the project. This is essential as it ensures that local needs and perspectives are taken into consideration when taking any action that affects the community. It also requires a two-way exchange of information and ideas between the project team and the	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	community to make the project more effective, efficient, and beneficial for all involved.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Public Policy and Compliance	Public policy and compliance includes the steps taken by the project team to ensure that the project complies with all relevant laws and regulations. This involves researching relevant laws and regulations, understanding their implications for the project, and taking necessary steps to make sure these laws and regulations are respected throughout the project's duration.	Lifespan	No							
		Servicing	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Protection for Indigenous and Tribal Peoples	Protection for indigenous and tribal peoples includes the measures taken to ensure the rights and wellbeing of affected populations over the course of the project. This includes protection of their culture, land use rights, language, religion, and other forms of recognition.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Customer Health and Safety	Customer health and safety includes the measures taken to ensure the physical and mental wellbeing of the end users of the project's results. This	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	includes providing information about risks and hazards, proper customer handling during the project, and adherence to relevant safety standards, protocols, laws, and regulations.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Product and Service Labeling	Product and service labeling includes procedures used to ensure that goods and services are accurately labeled according to legal and ethical standards. This includes properly disclosing potential risks, hazards, and side effects associated with the use of products and services as well as providing appropriate	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	information about the origins of these products and services.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Customer Privacy and Data Protection	Customer privacy and data protection encompasses the measures taken to safeguard customer data such as personal information or financial details. It includes providing secure storage facilities and encryption technologies, implementing appropriate access controls and authentication procedures, and ensuring compliance with relevant laws and regulations.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
		Fairness	No							
Subcategory	Human Rights	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Impact Score Before	Proposed Response	Impact Score After	Change	Comments (optional)
Element	Description									
	Harassment and discrimination involves the measures adopted to ensure a safe, respectful, and non-discriminatory workplace environment. This includes developing policies that protect employees from unjust treatment, creating an inclusive environment, implementing effective reporting procedures for instances of inappropriate behavior, and providing sufficient training for management on how to handle such issues.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
		Efficiency	No							
		Fairness	No							
 Age-Appropriate Labor	Age-appropriate labor means ensuring that children are not put in dangerous or exploitative situations while still allowing them to develop essential job skills. It is used to describe work suitable for a person's skill level and maturity.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Forced and Involuntary Labor	Forced and involuntary labor means any work or service that is extracted from a person under the menace of punitive action against themselves or their families. It includes work where the payment is below	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	subsistence levels, or where the payment is in goods which are not desirable. Forced and involuntary labor can take many forms including human trafficking, debt bondage, enslavement, and unjustly long working hours.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
	Talent acquisition, retention, and empowerment is the commitment to attracting, developing, and retaining needed talent while fostering a workplace that adapts to evolving needs, encourages collaboration, and provides access to growth opportunities.	Lifespan	No							
		Servicing	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
Subcategory	Ethical Behavior	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Impact Score Before	Proposed Response	Impact Score After	Change	Comments (optional)
Element	Description									
 Sustainable Procurement and Contracts	Sustainable procurement and contracts includes practices for obtaining goods, raw materials, and services that take into account environmental, economic, and social impacts. It means contracting for resources in an ethical manner. It requires establishing agreements which adhere to environmental, social, and human rights standards.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
		Fairness	No							
 Fair Competition	Anti-corruption is the practice of rejecting both offers of and requests for gifts, payments, or other forms of benefits in order to influence the activities, results, or outcomes of the project. It involves making sure that the project is free of unethical practices such as bribery, money laundering, fraud, and embezzlement.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Anti-Corruption	Fair competition is the practice of ensuring that all parties wanting to provide products or services to the project have an equal opportunity to compete and	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	win. It requires taking measures to ensure that no individual party has an unfair advantage due to size, wealth, influence, or any other factor. This includes enforcing laws and regulations against anticompetitive behavior such as price-fixing and market manipulation. Additionally, fair competition calls for creating transparent processes for bidding and contract awards to ensure fair opportunities for businesses of all sizes and types.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
	Responsible technology is the practice of taking into account ethical, legal, and social	Lifespan	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
 Responsible Technology	implications when running projects that involve new or emerging technologies. This includes developing and adhering to frameworks and policies related to data privacy, intellectual property rights, environmental impact, diversity, and inclusion. Responsible technology also requires ensuring that technology is used in a safe and responsible manner.									
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
	Green claims are statements made by an organization to indicate that a product or service has been designed and produced in a manner that is considered environmentally	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							

People Impacts										
Subcategory	Labor Practices and Decent Work	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Definition									
	responsible. These claims typically relate to the organization's efforts to reduce its environmental impact such as using recycled materials, renewable energy sources, and efficient production processes. Greenwashing is the practice of making false or misleading claims in order to mislead consumers into believing that a product or service is more environmentally friendly than it actually is. This can be done through deceptive language, exaggerations, or omitting relevant information about an organization's true environmental practices.									

Planet Impacts										
Subcategory	Transport	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
 Local Procurement	Local procurement is the practice of purchasing products and services from local suppliers.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	Yes	Procurement of good and services from external suppliers	High transportation costs and greenhouse gas (GHG) emissions for transport of building materials and production inputs	3	Develop a procurement strategy that prioritises the purchase of products and services from local suppliers	5	2	
		Fairness	No							
 Digital Communication	Digital communication is the use of digital tools and platforms to communicate about the project. These tools can include websites, email newsletters, social media accounts, messaging	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							

Planet Impacts										
Subcategory	Transport	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
	applications, and other digital communication channels.									
		Fairness	No							
 Traveling and Commuting	Traveling and commuting is the movement of project-related personnel between different locations. Traveling and commuting may include getting to the project site, attending off-site meetings, conducting off-site presentations, collecting data, and providing off-site support.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Logistics	Logistics is the planning and execution of activities related to transporting goods, raw materials, and services for use by the project. Logistics includes activities such as scheduling transportation,	Lifespan	No							
		Servicing	No							
		Effectiveness	No							

Planet Impacts										
Subcategory	Transport	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
	estimating costs, coordinating personnel, and making sure that all necessary procedures are completed on time.	Efficiency	No							
		Fairness	No							
Subcategory	Energy	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
 Energy Consumption	Energy consumption is the amount of energy used by the project throughout its duration. It encompasses all aspects of energy use from office lighting to the energy required for transportation.	Lifespan	Yes	No energy consumption initiatives in place	High energy cost	1	Actively seek to minimise the building's post-project energy consumption during operation	5	4	
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							

Planet Impacts										
Subcategory	Transport	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
 GHG Emissions	GHG emissions are gases (mostly carbon dioxide and methane) released into the atmosphere as a direct result of activities associated with the project. This includes emissions as a direct result of project energy consumption as well as emissions from transport of procured goods, raw materials, and services. It also includes GHG emissions caused by the distribution, operation, and disposal of the project product.	Lifespan	Yes	Building could contribute to high GHG emissions due to energy consumption	Reduce GHG emission both during the project and over the useful life of the building	1	Develop building designs that emit less GHG	5	4	
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Renewables and Clean Energy Return	Renewable energy, also called alternative energy, is energy generated from sources that are replenished at a faster rate than they are consumed. These sources include solar, wind, water, and geothermal power.	Lifespan	Yes	Building dependent on unsustainable energy sources	Lower demand for non-renewable energy	1	Utilise renewable energy sources such as solar power	5	4	
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							

Planet Impacts										
Subcategory	Transport	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
	Clean energy return (CER) refers to the amount of renewable energy generated by the project or the project's product that is in excess of the amount needed. CER is normally returned to the grid for use by others.									
		Fairness	No							
Subcategory	Land, Air, and Water	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
	Biological diversity, also known as biodiversity, refers to the variety of life forms on Earth. It includes all ecosystems and all species of plants, animals, bacteria, fungi, and microorganisms that make up a particular environment or habitat. It also includes all	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							

Planet Impacts										
Subcategory	Transport	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
	genetic variations of those species.									
		Fairness	No							
 Air and Water Quality	Air and water quality involves measures of contamination in air and water sources.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Water Consumption	Water consumption is the usage of water during project activities. Although construction, manufacturing, and agricultural projects are probably the major users of water, all projects use water to some extent.	Lifespan	Yes	Potential for high water consumption during operation of the building	Reduced water cost	1	Reduced water use through water conservation devices	5		
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
 Water Displacement	Water displacement is the practice of diverting water sources that have been disrupted	Lifespan	No							
		Servicing	No							

Planet Impacts										
Subcategory	Transport	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
	by the project away from areas that are prone to flooding and contamination. Methods include dam construction, rerouting flowing water, building artificial wetlands, landscaping with rain gardens, and installing flood barriers. Water displacement is mostly an issue with construction, manufacturing, and agricultural projects.	Effectiveness	No							
		Efficiency	No							
		Fairness	No							
	Soil erosion is the loss of topsoil due to human activities such as construction, road building, or agricultural practices. It can be exacerbated by changes in the natural land cover and can have significant negative effects on local ecosystems. As with water displacement, soil erosion is mostly an issue with	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							

Planet Impacts										
Subcategory	Transport	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
	construction, manufacturing, and agricultural projects.									
	Regenerative design is a practice that draws on an understanding of how ecosystems function so that the project will regenerate resources rather than depleting them.									
	Noise pollution is the creation of excessive, unpleasant, or disruptive sounds that can diminish quality of life. Noise pollution can be caused by activities such as blasting, heavy vehicle traffic, traffic jams, and operation of machinery or equipment.	Fairness	No							
		Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
Subcategory	Consumption	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)

Planet Impacts										
Subcategory	Transport	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
Element	Description									
	Recycling involves transforming a waste item into a useful one. Items that can be recycled run the gamut from plastic water bottles to computers to electrical generators. Reuse involves using the same item again and again or finding a new purpose for it.	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							
	Disposal of assets is the process of getting rid of an item which has reached the end of its useful life. This includes everything from consumer electronics to public infrastructure such as roads and bridges. Generally, assets should not be disposed of	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							

Planet Impacts										
Subcategory	Transport	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
	until they are no longer fit for use. Disposal of goods and materials is the practice of getting rid of items that are no longer needed or wanted for the project. This includes disposing of both hazardous and non-hazardous waste in accordance with relevant laws and regulations.	Fairness	No							
 Contamination and Pollution	Contamination and pollution is the release of waste materials or hazardous substances into the environment. It will almost always have a negative impact on ecosystems and human health. Contamination and pollution most often occurs due to neglectful practices in manufacturing, construction, agriculture, and related industries that generate waste	Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							

Planet Impacts										
Subcategory	Transport	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change	Comments (optional)
Element	Description									
	materials or hazardous chemicals, but it can also occur in other projects that do a poor job of disposal.									
	is the creation of any excess or unneeded materials or byproducts during the project. This includes everything from leftover supplies and materials to wasted energy.	Fairness	No							
		Lifespan	No							
		Servicing	No							
		Effectiveness	No							
		Efficiency	No							
		Fairness	No							

Prosperity Impacts									
Subcategory	Project Feasibility	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change
Element	Description								
 Business Case Analysis	Business case analysis is the process of developing a business case that provides justification for the initiation or continuation of the project. It involves analyzing the underpinning logic of funding the project. This requires identifying the expected benefits and dis-benefits, likely costs and revenues, staffing requirements, major risks, schedule alternatives, and stakeholder impacts associated with a proposed project.	Lifespan	No						
		Servicing	No						
		Effectiveness	No						
		Efficiency	No						
		Fairness	No						
 Financial Analysis	Financial analysis is the process of evaluating the project from a monetary perspective. Typically, it is used to analyze whether the project warrants initial or additional funding.	Lifespan	No						
		Servicing	No						
		Effectiveness	No						
		Efficiency	No						
		Fairness	No						
	Social return on investment (SROI) is a framework for measuring and accounting for project results and outcomes by including	Lifespan	No						
		Servicing	No						

Prosperity Impacts									
Subcategory	Project Feasibility	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change
Element	Description								
	social and environmental costs and benefits along with the traditional economic ones. It is based on the idea that projects create value in ways other than just financial returns. For example, a community development project may create value by improving the health and well-being of residents, reducing crime, and increasing social cohesion.	Effectiveness	No						
		Efficiency	No						
		Fairness	No						
	Modeling is the creation of a physical, mathematical, or logical representation of the project using representative characteristics of the project.	Lifespan	No						
		Servicing	No						
		Effectiveness	No						
		Efficiency	No						
		Fairness	No						
Subcategory	Business Agility	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change
Element	Description								

Prosperity Impacts									
Subcategory	Project Feasibility	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change
Element	Description								
 Flexibility Optionality	Flexibility is the ability to adjust to changing circumstances or situations. It requires the capacity to modify plans or approaches when faced with unexpected challenges. Optionality means having multiple solutions or choices available. It means the project is not constrained by a single approach. Optionality means that the project is capable of supporting different outcomes with different results without having to start over.	Lifespan	No						
		Servicing	No						
		Effectiveness	No						
		Efficiency	No						
		Fairness	No						
 Resiliency	Resiliency is the ability of the project to recover from or adjust easily to adverse conditions such as extreme market fluctuations, political or economic instability, natural disasters, or health emergencies. Resiliency does not make problems go away: it means having the ability to cope with them despite the unexpected stress.	Lifespan	No						
		Servicing	No						

Prosperity Impacts									
Subcategory	Project Feasibility	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change
Element	Description								
		Effectiveness	No						
		Efficiency	No						
		Fairness	No						
Subcategory	Market and Economic Stimulation	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change
Element	Description								
 Local Economic Impact	Local economic impact includes the direct and indirect effects the project has on the economy of its local area. This can include job creation, increased spending in the local economy, or increased regional development.	Lifespan	Yes	Youth lack social and economic development opportunities	Low quality of life for members of the local community	1	Develop youth programmes that support sustainability while also driving economic outcomes in the local area	5	4
		Servicing	No						
		Effectiveness	No						
		Efficiency	No						
		Fairness	No						

Prosperity Impacts									
Subcategory	Project Feasibility	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change
Element	Description								
	Indirect benefits are the positive impacts that go beyond the immediate outcomes of the project and may not always be immediately visible. These benefits can include improved quality of life, increased economic activity in the local area, and environmental improvements such as cleaner air or water.	Lifespan	No						
		Servicing	No						
		Effectiveness	No						
		Efficiency	No						
		Fairness	No						
 ESG Disclosures and Sustainability Reporting	ESG disclosures are information about an organization's performance and practices related to environmental, social, and governance issues. Information from the project is used as input to the ESG disclosures of the sponsoring organization(s). Sustainability reporting provides information about an organization's policies, practices, and performance related to sustainability. It covers a wide range of topics such as energy efficiency, carbon emissions, resource conservation, human rights, labor practices, and community engagement. Information from the project is used as input to the sustainability reporting of the sponsoring organization(s).	Lifespan	No						
		Servicing	No						
		Effectiveness	No						

Prosperity Impacts									
Subcategory	Project Feasibility	Lens	Scored?	Description (Cause)	Potential Sustainability Impact	Initial Impact Score	Proposed Response	New Impact Score	Change
Element	Description								
		Efficiency	No						
		Fairness	No						

P5 Domain	Lens	Category	Element	Key Performance Indicator	Metric
People	Efficiency / Fairness	Labour practices and decent work	Local Competence Development	Use local labour	Ratio of local staff to overall staff
	Effectiveness	Employment and staffing	Labour practices and decent work	Training of staff	% of staff that participate in at least 1 training session annually
Planet	Servicing	Transport	Local procurement	Prioritise the purchase of products and services from local suppliers	% of goods and services purchased locally
	Life span	Energy	Energy consumption	Annual energy consumption of the building	% of energy efficiency devices utilised
	Life span	Energy	GHG Emissions	Annual GHG emissions from the operation of the building	% of avoided Carbon Dioxide equivalent emissions
	Life span	Energy	Renewables and Clean Energy returns	Reduce the use of non-renewable technology	% of energy generated from renewable or clean energy
	Life Span	Land Air and Water	Water Consumption	Reduce water consumption	% of water wastage / annual water consumption
Prosperity	Life span	Market and Economic Stimulation	Local Economic Impact	The building contributes to economic development of local citizens	No. of beneficiaries employed after receiving training / support

8.4 Relationship of the project to the dimensions of Regenerative Development

Regenerative Development first coined in 1995 by the Regenes Group, is an extension of the Sustainable Development paradigm that promotes a cyclical or ecosystem approach to development characterized by a long-term and global perspective (Communities for Future, n.d.). Several guiding principles capture the broad goal of regenerative development. Some of these are (1) the whole world is now the only relevant unit of problem solving; (2) the long term is the framework in which we must operate; (3) everyone is needed; (4) everybody wins; (5) transparency is key; (6) capacity, not problems, must be our focus; (7) the world's needs are actually, potential markets; (8) design replaces politics; (9) more with less must be the design ethic; (10) biology replaces mechanics; (11) development, not growth is our goal; (12) scalability is essential and (13) vision drives action (Gabel, n.d.).

The project embodies the following principles that are in keeping with the regenerative sustainable paradigm (Gabel, n.d.):

- i. A global approach
- ii. Everyone is needed
- iii. Everybody wins principle
- iv. Capacity focused
- v. Transparency
- vi. Design over politics

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11 APPENDICES

11.1 Appendix 1: FGP Charter

CHARTER OF THE FINAL GRADUATION PROJECT (FGP)

1. Student name

Odessa Shako

2. FGP name

Project Management Plan for the proposed Youth Leadership Programme

3. Application Area (Sector or activity)

Development

4. Student signature



5. Name of the Graduation Seminar facilitator

Carlos Brenes

6. Signature of the facilitator

7. Date of charter approval

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8. Project start and finish date

January 2026	December 2031
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9. Research question

What should be the strategic focus areas of the Youth Leadership Programme and how will these be realised through the construction of a training facility project?
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10. Research hypothesis

Is it possible to develop a Project Management Plan to address the photography and videography training needs of youth development in Guyana?

11. General objective

To design a Project Management Plan for the construction of a Photography and Videography training facility at a proposed Non-Governmental Youth Leadership Programme

12. Specific objectives

- | |
|--|
| <ol style="list-style-type: none">1. To develop a Scope Management Plan to guide the construction of a photography and videography training facility at the proposed Youth Leadership Programme2. To develop a Schedule Management Plan to guide the construction of a photography and videography training facility at the proposed Youth Leadership Programme To develop a Cost Management Plan to guide the construction of a photography and videography training facility at the proposed Youth Leadership Programme |
|--|

3. To develop a Cost Management Plan to guide the construction of a photography and videography training facility at the proposed Youth Leadership Programme
 4. To develop a Quality Management Plan to guide the construction of a photography and videography training facility at the proposed Youth Leadership Programme
 5. To develop a Resource Management Plan to guide the construction of a photography and videography training facility at the proposed Youth Leadership Programme
 6. To develop a Procurement Management Plan to guide the construction of a photography and videography
 7. To develop a Communications Management Plan to guide the construction of a photography and videography training facility at the proposed Youth Leadership Programme
 8. To develop a Procurement Management Plan to guide the construction of a photography and videography
 9. To develop a Risk Management Plan to guide the construction of a photography and videography training facility at the proposed Youth Leadership Programme
- training facility at the proposed Youth Leadership Programme

13. FGP purpose or justification

The Project Management Plan for the construction of a photography and Videography training facility at the Youth Leadership Programme will outline how the organisation intends to achieve the objectives outlined in the Strategic Plan. The Project is to identify and design short-term projects to be implemented by the organisation in fulfillment of its long-term mandate.

14. Work Breakdown Structure (WBS).

- 1. FGP
 - 1.1 FGP profile
 - 1.1.1 Introduction
 - 1.1.2 Theoretical framework
 - 1.1.3 Methodological framework
 - 1.1.4 Preliminary bibliographical research
 - 1.1.5 Annexes (FGP schedule, FGP WBS, FGP Charter)
 - 1.2 FGP development
 - 1.2.1 Prepare Scope Management Plan
 - 1.2.1.1 Plan Scope Management
 - 1.2.1.2 Collect Requirements
 - 1.2.1.3 Define Scope
 - 1.2.1.4 Create WBS
 - 1.2.1.5 Validate Scope
 - 1.2.1.6 Control Scope
 - 1.2.2 Prepare Schedule Management Plan
 - 1.2.2.1 Plan Schedule Management
 - 1.2.2.1.1 To identify and discuss the programme life cycle for the proposed youth leadership programme
 - 1.2.2.1.2 To describe the development approach of the programme for the proposed youth leadership programme
 - 1.2.2.2 Define Activities
 - 1.2.2.3 Sequence Activities
 - 1.2.2.4 Estimate Activity Duration
 - 1.2.2.5 Develop Schedule
 - 1.2.2.6 Control Schedule
 - 1.2.3 Prepare Cost Management Plan
 - 1.2.3.1 Plan Cost Management
 - 1.2.3.2 Estimate Cost
 - 1.2.3.3 Determine Budget
 - 1.2.3.4 Control Costs
 - 1.2.4 Prepare Quality Management Plan
 - 1.2.4.1 Plan Quality Management Plan
 - 1.2.4.2 Manage Quality
 - 1.2.4.3 Control Quality
 - 1.2.5 Prepare Resource Management Plan
 - 1.2.5.1 Plan Resource Management
 - 1.2.5.2 Estimate Activity Resources
 - 1.2.5.3 Acquire Resources
 - 1.2.5.4 Develop Team
 - 1.2.5.5 Manage Team
 - 1.2.5.6 Control Resources

- 1.2.6 Prepare Communications Management Plan
 - 1.2.6.1 Plan Communications Management Plan
 - 1.2.6.2 Plan Communications Management
- 1.2.7 Prepare Risk Management Plan
 - 1.2.7.1 Plan Risk Management
 - 1.2.7.2 Identify Risks
 - 1.2.7.3 Perform Qualitative Risk Management
 - 1.2.7.4 Perform Quantitative Risk Management
 - 1.2.7.5 Plan Risk Responses
 - 1.2.7.6 Implement Risk Responses
 - 1.2.7.7 Monitor Risks
- 1.2.8 Prepare Procurement Management Plan
 - 1.2.8.1 Plan Procurement Management
 - 1.2.8.2 Plan Procurement Strategy
 - 1.2.8.3 Conduct Procurement
 - 1.2.8.4 Control Procurement
- 1.2.9 Prepare Stakeholder Management Plan
 - 1.2.9.1 Identify Stakeholders
 - 1.2.9.2 Plan Stakeholder Engagement
 - 1.2.9.3 Manage Stakeholder Engagement
 - 1.2.9.4 Monitor Stakeholder Engagement
- 1.2.10 Prepare Change Management Plan
- 1.3 Conclusions
- 1.4 Recommendations
- 1.5 Reference lists
- 1.6 Annexes
- 1.7 Submission
- 1.8 Tutor approval for reading.
- 1.9 Reader's review.
- 1.10 Board of examiners evaluation.

15. FGP budget

Deliverable	Estimated Cost
1.1 Prepare Scope Management Plan	
1.1.1 Plan Scope Management	
1.1.2 Collect Requirements	
1.1.3 Define Scope	
1.1.4 Create WBS	
1.1.5 Validate Scope	
1.1.6 Control Scope	
1.3 Prepare Schedule Management Plan (Microsoft Project Software)	\$680.00
1.3.1 Plan Schedule Management	
1.3.2 To identify and discuss the programme life cycle for the proposed youth leadership programme	
1.3.3 To describe the development approach of the programme for the proposed youth leadership programme	
1.3.4 Define Activities	
1.3.5 Sequence Activities	
1.3.6 Estimate Activity Duration	
1.3.7 Develop Schedule	
1.3.8 Control Schedule	
1.4 Prepare Cost Management Plan	
1.4.1 Plan Cost Management	
1.4.2 Estimate Cost	
1.4.3 Determine Budget	
1.4.4 Control Costs	
1.5 Prepare Quality Management Plan	
1.5.1 Plan Quality Management Plan	
1.5.2 Manage Quality	
1.5.3 Control Quality	
1.6 Prepare Resource Management Plan	
1.6.1 Plan Resource Management	
1.6.2 Estimate Activity Resources	
1.6.3 Acquire Resources	
1.6.4 Develop Team	
1.6.5 Manage Team	
1.6.6 Control Resources	
1.7 Prepare Communications Management Plan	

1.7.1	Plan Communications Management Plan	
1.7.2	Plan Communications Management	
1.8	Prepare Risk Management Plan	
1.8.1	Plan Project Risk Management	
1.8.2	Identify Risks	
1.8.3	Perform Qualitative Risk Management	
1.8.4	Perform Quantitative Risk Management	
1.8.5	Plan Risk Responses	
1.8.6	Implement Risk Responses	
1.8.7	Monitor Risks	
1.9	Prepare Procurement Management Plan	
1.9.1	Plan Procurement Management	
1.9.2	Plan Procurement Strategy	
1.9.3	Conduct Procurement	
1.9.4	Control Procurement	
1.12	Conclusion	
1.13	Recommendations	
1.14	Reference lists	
1.15	Annexes.	
1.16	Tutor approval for reading	
1.17	Readers review	
1.18	Board of examiners evaluation	
TOTAL		USD 680.00

16. FGP planning and development assumptions

1. There will be access to adequate information to complete the Strategic Plan and the Programme Development Plan
2. The researcher will be able to allocate a minimum of 10 hours per week to complete project within the required schedule
3. Adequate technical guidance will be provided by the UCI to complete the assignment
4. The guidance provided by the UCI supervisor will be accurate and in keeping with the with University's policies
5. The researcher fully grasps the project management concepts and techniques taught during the programme and is equipped to apply these to the project

17. FGP constraints

1. Limited time - The maximum time frame to finalize the FGP is 12 weeks
2. The Strategic Plan and Programme Management Plan will focus on implementation of programmes within the country that the Youth Leadership Programme will be located
3. Budget – No funds were allocated for the preparation for the project management plan which may impact the activities that may be undertaken to complete the project plans
The project proposal and outputs will be based on the FGP template provided by the UCI for the guidance of students

18. FGP development risks

1. If the researcher faces health challenges this may impact her ability to complete the assignment within the schedule timeframe
2. If the scope of the selected project is too large to be completed within the time allocated, the researcher may be required to revise the scope to ensure the project is completed within the revised timeframe
3. If the supervisor for the project is unavailable to provide timely feedback on the submission, this may delay the researcher's execution of the project
4. If access to appropriate information to complete the project management plan is difficult this may affect the completion of the project

19. FGP main milestones

Deliverable		Finish estimated date
1.2	Prepare Scope Management Plan	Week 1: September 8 -12, 2025
1.2.1	Plan Scope Management	September 8
1.2.2	Collect Requirements	September 9
1.2.3	Define Scope	September 10
1.2.4	Create WBS	September 11
1.2.5	Validate Scope	September 12
1.2.6	Control Scope	September 13
1.4	Prepare Schedule Management Plan	Week 2: September 15 -20, 2025
1.4.1	Plan Schedule Management	September 15

Deliverable	Finish estimated date
1.4.2 To identify and discuss the programme life cycle for the proposed youth leadership programme	September 16
1.4.3 To describe the development approach of the programme for the proposed youth leadership programme	September 16
1.4.4 Define Activities	September 17
1.4.5 Sequence Activities	September 17
1.4.6 Estimate Activity Duration	September 18
1.4.7 Develop Schedule	September 19
1.4.8 Control Schedule	September 20
1.5 Prepare Cost Management Plan	Week 3: September 22 -27, 2025
1.4.1 Plan Cost Management	September 22
1.4.2 Estimate Cost	September 23
1.4.3 Determine Budget	September 23
1.4.4 Control Costs	September 24
1.9 Prepare Quality Management Plan	Week 3: September 22 -27, 2025
1.9.1 Plan Quality Management Plan	September 25
1.9.2 Manage Quality	September 26
1.9.3 Control Quality	September 26
1.10 Prepare Resource Management Plan	Week 4: September 29 – October 3, 2025
1.10.1 Plan Resource Management	September 29
1.10.2 Estimate Activity Resources	September 30
1.10.3 Acquire Resources	October 1
1.10.4 Develop Team	October 2
1.10.5 Manage Team	October 3
1.10.6 Control Resources	October 3
1.11 Prepare Communications Management Plan	Week 5: October 6-11, 2025
1.11.1 Plan Communications Management Plan	October 6
1.11.2 Plan Communications Management	October 7
1.12 Prepare Risk Management Plan	Week 5: October 6-11, 2025
1.17.1 Plan Risk Management	October 6
1.17.2 Identify Risks	October 6
1.17.3 Perform Qualitative Risk Management	October 7
1.17.4 Perform Quantitative Risk Management	October 8

Deliverable	Finish estimated date
1.17.5 Plan Risk Responses	October 9
1.17.6 Implement Risk Responses	October 9
1.17.7 Monitor Risks	October 10
1.18 Prepare Procurement Management Plan	Week 6: October 13 - `18, 2025
1.18.1 Plan Procurement Management	October 13
1.18.2 Plan Procurement Strategy	October 14
1.18.3 Conduct Procurement	October 15
1.18.4 Control Procurement	October 16
1.19 Prepare Stakeholder Management Plan	Week 7: October 20-25, 2025
1.19.1 Identify Stakeholders	October 20
1.19.2 Plan Stakeholder Engagement	October 21
1.19.3 Manage Stakeholder Engagement	October 22
1.19.4 Monitor Stakeholder Engagement	October 23
1.20 Prepare Change Management Plan	Week 8: October 27-31, 2025
2.23 Conclusions	Week 9: November 3-7, 2025
2.24 Recommendations	Week 9: November 3-7, 2025
2.25 Reference lists	Week 9: November 3-7, 2025
2.26 Annexes.	Week 10: November 3-7, 2025
2.27 Submission	Week 10: November 3-7, 2025
2.28 Tutor's approval for reading	Week 10: November 3-7, 2025
2.29 Readers review	Week 11: November 10-14, 2025
2.30 Board of examiners evaluation	Week 12: November 17-21, 2024

20. Theoretical framework

20.1 Estate of the “matter”

A Youth Leadership Programme is proposed to be established to foster leadership qualities among youth of all backgrounds. There is no strategic direction for the organisation in place nor are their identified programmatic areas through which the work will be undertaken. According to the United Nations (n.d.) Strategic Planning “is a process of looking into the future and identifying trends and issues against which to align organizational priorities”.

As part of the formative process for the Youth Leadership Programme, a Strategic Plan will be developed to adequately document the objectives of the organisation and its anticipated impact over a five-year period. The Strategic Objectives should be purpose-driven, long-term, actionable and measurable (Harvard Business School Online, n.d.). The Strategic Plan process includes gather information on external issues that may impact the organisation; identify the internal issues that may affect the strategy; drafting a vision statement that is time-bound measurable and unique; designing objectives that addresses clients, services, internal processes, people and knowledge and financial resources; identify strategic risks and internal systems for managing the strategy (United Nations, n.d.).

The development of Programme Management Plan for the Youth Leadership Programme will be guided by the Strategic Plan. The Programme Management Plan will be developed based on the components identified as part of the Project Management Plan in accordance with the PMBOK Guide (2017). The Programme Management Plan for the organisation will be used to identify and design short-term projects that are in keeping with the organisation's long-term thrust.

20.2 Basic conceptual framework

Strategic plan, PESTEL Analysis, SWOT Analysis, Scope Management Plan, Programme Management Plan, Cost Management Plan, Schedule Management Plan, Quality Management Plan, Communications Management Plan, Stakeholder Management Plan, Change Management Plan, Procurement Management Plan, Risk Management Plan, Resource Management Plan

11.2 Appendix 2: Methodological framework

Objective	Name of Deliverable	Information sources	Research method	Tools	Restrictions
2. Develop a Scope Management Plan for the proposed Youth Leadership Programme	Scope Management Plan	Secondary: 1. Project charter 2. Project management plan 3. Project documents 4. Business documents 5. Project Agreements 6. Enterprise environmental factors 7. Organizational process assets - Strategic Plan	Qualitative. Written information analysis.		
3. To develop a Schedule Management Plan for the proposed Youth Leadership Programme	Schedule Management Plan	Secondary: 1. Project management plan	Qualitative. Written information analysis. Quantitative Data Analysis	1. Expert judgment 2. Data analysis 3. Meetings 4. Decomposition	

Objective	Name of Deliverable	Information sources	Research method	Tools	Restrictions
		2. Project documents 3. Agreements 4. Enterprise environmental factors. 5. Organizational process assets		5. Rolling wave planning 6. Precedence diagramming method. 7. Dependency determination and integration 8. Project management 9. Analogous estimating 10. Parametric estimating 11. Three-point estimating 1. Bottom-up estimating 2. Decision making 3. Schedule network analysis 4. Critical path method	

Objective	Name of Deliverable	Information sources	Research method	Tools	Restrictions
				5. Resource optimization 6. Leads and lags 7. Schedule compression 8. LibreProject 9. Agile release planning	
4. To development a Cost Management Plan for the proposed Youth Leadership Programme	Cost Management Plan	Secondary 1. Project management plan 2. Project documents 3. Business documents 4. Agreements 5. Enterprise environmental factors 6. Organizational process assets 7. Project charter	Qualitative. Written information analysis. Quantitative Analysis	1. Expert judgment 2. Data analysis 3. Meetings 4. Analogous estimating 5. Parametric estimating 6. Bottom-up estimating 7. Three-point estimating 8. Project management	

Objective	Name of Deliverable	Information sources	Research method	Tools	Restrictions
				information system 1. Decision making 2. Cost aggregation 3. Historical information review 4. Funding limit reconciliation 5. Financing	
5. To develop a Quality Management Plan for the proposed Youth Leadership Programme	Quality Management Plan	Secondary 1. Project charter 2. Project management plan 3. Project documents 4. Approved change requests 5. Deliverables	Qualitative. Written information analysis.	1. Expert judgement 2. Data gathering 3. Data analysis 4. Decision making 5. Data representation 6. Test and inspection planning	

Objective	Name of Deliverable	Information sources	Research method	Tools	Restrictions
		6. Work performance data 7. Enterprise environmental factors 8. Organizational process assets		7. Meetings 8. Audits 9. Design for X 10. Problem solving Quality improvement methods 1. Inspection 2. Testing/product evaluations	
6. To develop a Resource Management Plan for the proposed Youth Leadership Programme	Resource Management Plan	Secondary 1. Project charter 2. Project management plan 3. Project documents 4. Enterprise environmental factors 5. Organizational process assets	Qualitative. Written information analysis.	1. Colocation 2. Virtual teams 3. Communication technology 4. Interpersonal and team skills 5. Recognition and rewards 6. Training 7. Individual and team assessments	

Objective	Name of Deliverable	Information sources	Research method	Tools	Restrictions
		6. Team performance assessments 7. Agreements		8. Meetings 9. Project management information system 10. Data analysis 11. Problem solving	
7. To develop a Communications Management Plan for the proposed Youth Leadership Programme	Communications Management Plan	1. Project charter 2. Project management plan 3. Project documents 4. Enterprise environmental factors 5. Organizational process assets 6. Work performance reports	Qualitative. Written information analysis.	1. Expert judgment 2. Communication requirements analysis 3. Communication technology 4. Communication models 5. Communication methods 6. Interpersonal and team skills 7. Data representation 8. Meetings	

Objective	Name of Deliverable	Information sources	Research method	Tools	Restrictions
				9. Communication skills 10. Project management information system 11. Project reporting 12. Interpersonal and team skills 13. Meetings	
8. To develop a Risk Management Plan for the proposed Youth Leadership Programme	Risk Management Plan	1. Project charter 2. Project management plan 3. Project documents 4. Enterprise environmental factors 5. Organizational process assets 6. Procurement documentation	Qualitative. Written information analysis.	1. Expert judgment 2. Data analysis 3. Meetings 4. Expert judgment 5. Data gathering 6. Data analysis 7. Interpersonal and team skills 8. Prompt lists 9. Risk categorization	

Objective	Name of Deliverable	Information sources	Research method	Tools	Restrictions
				10. Data representation 11. Representations of uncertainty 12. Strategies for threats 13. Strategies for opportunities 14. Contingent response strategies 15. Strategies for overall project risk 16. Data analysis	
9. To develop a Procurement Management Plan for the proposed Youth Leadership Programme	Procurement Management Plan	1. Project charter 2. Business documents 3. Project management plan 4. Project documents	Qualitative. Written information analysis.	1. Expert judgment 2. Data gathering 3. Data analysis 4. Source selection analysis 5. Meetings	

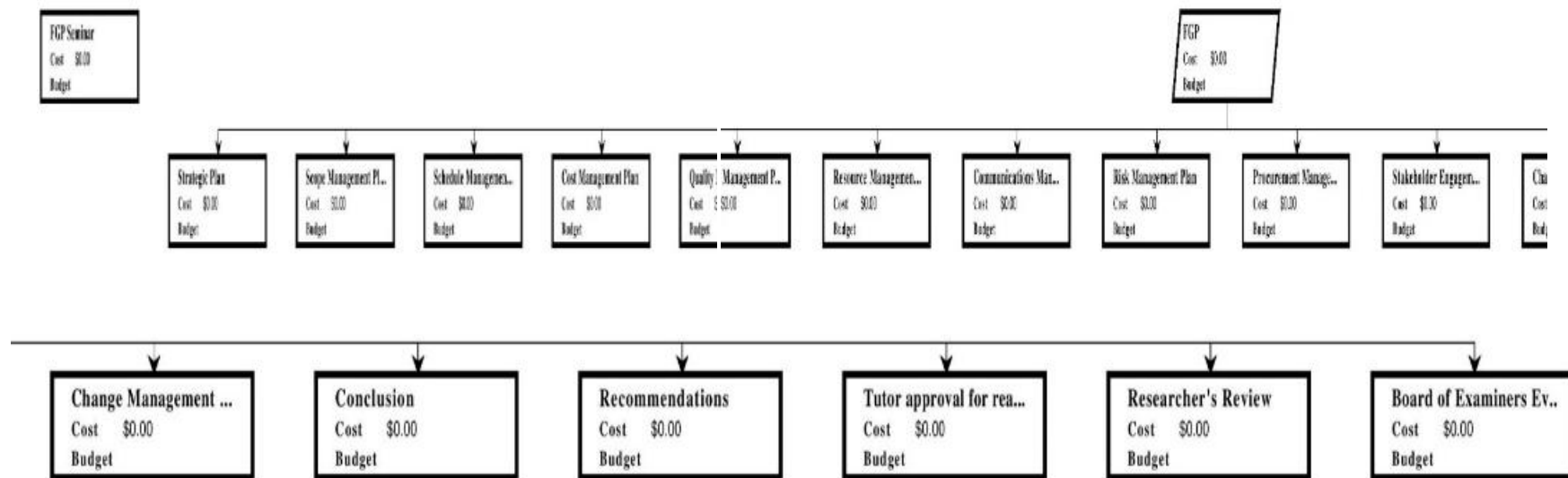
Objective	Name of Deliverable	Information sources	Research method	Tools	Restrictions
		5. Enterprise environmental factors 6. Organizational process assets			

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

The project will be grounded in the core principles of sustainable project management, Accountability, Ethical and Responsible Decision Making, Integrated, Transparent, and Inclusive Governance, Principled and Values Based Development, Social and Ecological Equity and Economic Prosperity (GPM Global, 2024).

The Key Performance Indicators that will be used to assess the sustainability of the project are provided in the table below

11.4 Appendix 3: FGP WBS



Appendix 4: FGP Schedule



11.5 Appendix 5: Project Charter – Photography and Videography Training Facility

Construction Project

PROJECT CHARTER		
DATE	PROJECT NAME	
September 8, 2025	Photography and Videography Training Facility Construction Project	
PROJECT LIFE CYCLE	Predictive	
KNOWLEDGE AREA / PROCESS GROUP	Application area (Sector / Activity)	
Of the five groups and the ten areas of knowledge. You must put the name of the ones you will use. In the justification, you must argue clearly and convincingly if you do not develop any. Processes: 1. Planning Processes Knowledge areas: 1. Project Scope Management 2. Project Schedule Management 3. Project Cost Management 4. Project Quality Management 5. Project Resource Management 6. Project Communications Management 7. Project Risk Management 8. Project Procurement Management. 9. Project Stakeholder Management	Infrastructure	
Tentative start date	Tentative completion date	Duration (months)
January 2027	March 31, 2028	15 months
Project objectives (general and specific)		

<i>General objective</i> To construct and outfit a photography and videography Training Facility for Youth in the Youth Leadership Programme <i>Specific objectives –</i> 1. To design a training facility for photography and videography 2. To construct a training facility for photography and videography 3. To outfit a training facility for photography and videography
Justification or purpose of the project (Contribution and expected results) The Photography and Videography training facility was being established as part of the Youth Leadership Programme. The Youth Leadership Programme is a non-governmental organisation which is being established to respond to the psychosocial and developmental needs of youth in Berbice, Guyana. The programme will offer technical and soft skills training to youth ages 13 to 35 years old. The photography and video training facilities will be the first of its kind in Berbice, Guyana. The facility will provide formal training facility for youth in Berbice, Approximately 20 youths are expected to be trained annually through the programme. The photography and videography training will complement the other programmes offered by the Youth Leadership Programme that supports the development of youth.

Description of the product or service that the project will generate – Final deliverables of the project 1. Design for construction of a 30 x 30 ft² building 2. A 30 x 30 ft² concrete building 3. Photography and videography training building outfitted with training tools and equipment
Assumptions 1. The available land will be able to accommodate a 30 x 30 ft building 2. The local authority will approve the construction of the building 3. There will be no significant inflation or increases in the cost for items during the project 4. Overall Deviation in schedule will be no more than 30 days

Preliminary Risk Identification	
i.	Lack of skilled contractor to produce quality building
ii.	Weather – excess rainfall may delay the construction process
iii.	Inflation of prices for the purchase of materials and labour
iv.	Unavailability of construction and outfitting materials

Milestone Schedule	
Milestone name	End date
Development Project Development Plans	June 30, 2027
Design of Building	July 31, 2027
Construction of Building	December 30, 2027
Outfitting of Building	March 31, 2028
Commissioning of Building	March 31, 2028

Relevant historical information	
The Youth Leadership Programme is established to support the development of youth in Berbice, Guyana. Over the years, the organisation has implemented several youth empowerment and capacity building programmes for youths. In 2021, four leadership and empowerment seminars were held for young men. Approximately 100 young men between ages 13 – 30 years old attended those seminars that focused on empowerment topics at included goal setting, etiquette, career choices, personal hygiene, etc. Between 2022 and 2023, 10 young men were provided with assistance to acquire drivers licence and 15 were trained in general construction. Were possible mentorship support is provided to participants.	
Identification of interest groups (involved)	
<i>Direct Involved:</i> • Project Manager • Project Support Officer • Donor • Contractor • Photography Consultant <i>Indirect stakeholders:</i> • Youth (beneficiaries), • Instructors, • Community Members, <i>Regulatory Agencies:</i> • New Amsterdam Mayor and Town Council • Ministry of Housing • Guyana Fire Service	
Name of Project Manager:	Signature:

General resources and budget					
Deliverable	Name of the resource (can be human, equipment, material, supply, infrastructure, hiring)	Unit	Quantity	Unit cost	Total cost
Project Development Plans	Project Manager	Days	60	200	12,000
	Project Support Officer	Days	60	100	6,000
	Consultation Meetings	Days	10	1000	10,000
Design of Building	Project Manager	Days	15	200	3,000
	Project Support Officer	Days	15	100	1,500
	Architect	Days	15	300	4,500
Construction of Building	Project Manager	Days	120	200	24,000
	Project Support	Days	120	100	12,000
	Contractor and labourers	Days	120	350	42,000
	Materials and equipment				60,000
Outfitting of Building	Project Manager	Days	90	200	18,000
	Project Support Officer	Days	90	100	9,000
	Photography / Videography Consultant	Days	45	300	13,500
	Equipment and Software				28,000
Commissioning of Building	Project Manager	Days	15	200	3,000
	Project Support Officer	Days	15	100	1,500
	Meals, Chairs and other services				2,000
				TOTAL	250,000

Name and position of the person authorizing (facilitator):	Signature:

11.6 Appendix 6: Project Report Template



European Commission

Progress Report

Version 1.0

25 February 2021

IMPORTANT NOTICE
What is a progress report?

Progress reports are deliverables which are sometimes requested at mid-term (or other crucial points in the project) if there is a long time-span without reporting.

The report (+ annexes) must be prepared (by all beneficiaries together) and uploaded on the Funding & Tenders Portal Grant Management System Continuous Reporting Deliverables screen.

 Progress reports should NOT be confused with periodic reports. Periodic reports are linked to payments, progress reports are not.

COVER PAGE

PROJECT	
Project number:	[project number]
Project acronym:	[acronym]
Project name:	[project title]
Project starting date:	[dd/mm/yyyy]
Project duration:	[number of months]

PERIOD COVERED	
⚠ Please note that this is only a progress report. The information in this report must also be included in the next periodic report/final report.	
Period covered (from last periodic report):	from [dd/mm/yyyy] to [dd/mm/yyyy]

TABLE OF CONTENTS

COVER PAGE	245
1. MILESTONES, DELIVERABLES AND CRITICAL RISKS	246
2. OVERVIEW OF THE PROGRESS and ACTIVITIES	247
3. BUDGET IMPLEMENTATION (n/a for Lump Sum Grants)	249
ANNEXES	Error! Bookmark not defined.

1. MILESTONES, DELIVERABLES AND CRITICAL RISKS

Deliverables and milestones (outputs/outcomes)	YES/NO
We confirm that we updated the following Continuous Reporting screens: • Deliverables • Milestones	

Critical risks	YES/NO
We confirm that we updated the following Continuous Reporting screen: • Critical risks	

2. OVERVIEW OF THE PROGRESS and ACTIVITIES

WORK PACKAGES

Work package 1: [Name]

Activities

Report on the implementation status of the activities that were to be implemented during the period and explain deviations from the description of the action (DoA) in Annex 1 GA.

Task No (continuous numbering linked to WP)	Task name	Implemented? (Yes/No/Partially)	Justification (explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future)
T1.1			
T1.2			
Other issues <i>Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.</i>			
Milestones and deliverables (outputs/outcomes)			
See Deliverables screen.			

Work Package 2 ...

To insert additional work packages, copy WP1 as many times as necessary.

Timetable

Timetable (projects up to 2 years) <i>Report on <u>deviations</u> from the description of the action (DoA) in Annex 1 GA.</i> <i>Fill in the planned implementation in beige and the deviations in red. Repeat lines/columns as necessary.</i>																								
Starting date:																								
ACTIVITY	MONTHS																							
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24
Task 1.1 - ...																								
Task 1.2 - ...																								
Task ...																								

3. BUDGET IMPLEMENTATION *(n/a for Lump Sum Grants)*

Overall budget implementation — Use of resources	YES/NO
We confirm that the overall budget consumption is in line with the advancement of the activities. <i>If there are major deviations, identify them and explain the reasons why.</i>	

ANNEX XXXX: REPORT ON CUMULATIVE EXPENDITURE

(To be filled in for each participant (beneficiaries and affiliated entities), assembled by the coordinator and uploaded in a single file as deliverable in the Funding & Tenders Portal Grant Management System, at the due date foreseen in the system (and updated each year).

This report is mandatory for grants of more than EUR 5 million, with prefinancing and reporting periods of more than 18 months. It will be used for EU internal accounting purposes only (without any effect on your project or the costs declared in your financial reports).

CUMULATIVE EXPENDITURE INCURRED FOR THE PROJECT					
<i>Please use points to separate whole numbers from decimals and spaces to indicate thousands (not commas). Example: 152 231.32.</i>					
Participant	Year				
	1	2	3	4	n
[insert beneficiary name]	[insert cumulative expenditure in EUR incurred from the action starting date]	...			
[insert affiliated entity name]	[insert cumulative expenditure in EUR incurred from the action starting date]	...			
...	...				

11.7 Appendix 7: Resource Schedule

Code	Activity Name / Description	Duration	Project Cost (USD)	Dates	Month																	
					Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28
1.1.1	Procure Project Assistant	30	4,500	2026-09-01 to 2026-09-30	5,400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.1.2	Develop Project Management Plan	60	15,000	2026-10-01 to 2025-11-30	0.00	7987.5	7987.5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.2.1	Procurement of Architect	21	5,000	2027-12-01 to 2027 – 01-05	0.00	0.00	0.00	6000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.2.2	Design of Building	18	6,500	2027-01-08 to 2027 – 02 - 03	0.00	0.00	0.00	0.00	7,800.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.2.3	Approval of design / building permits	21	6,000	2025 – 02-04 to 2025 – 02-28	0.00	0.00	0.00	0.00	0.00	7,200.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.3.1	Procurement of Building Contractor	45	11,250	2025 – 03-02 to 2025 – 05-04	0.00	0.00	0.00	0.00	0.00	0.00	6750	6750	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.3.2	Procurement of Materials	21	8,000	2027-05-08 to 2027-06-02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,600.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.3.3	Mobilisation	10	4,500	2027-05-22 to 2027-06-02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.3.4	Site preparation	10	9,500	2027-06-05 to 2027-06-16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.3.5	Foundation / substructure work	16	17,750	2027-06-19 to 2027-07-06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21300.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Code	Activity Name / Description	Duration	Project Cost (USD)	Dates	Month																	
					Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28
1.3.6	Superstructure work	25	20,450	2027-07-09 to 2027-07-27	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	24,540.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.3.7	Building Enclosure	32	53,975	2027-07-30 to 2027-08-08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	62,070.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.3.8	Mechanical, Electrical and Plumbing (MEP) Systems installation	16	31,380	2027-08-04 to 2027-09-22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	37,506.00	0.00	0.00	0.00	0.00	0.00	0.00
1.3.9	Interior Finishes	25	20,100	2027-09-25 to 2027-10-26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	24,120.00	0.00	0.00	0.00	0.00
1.3.10	Landscaping	18	12,950	2027 – 10-15 to 2027-11-10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,539.50	0.00	0.00	0.00	0.00
1.4.1	Procurement of Videography Consultant	26	6,250	2027-09-11 to 2027-10-12	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,500.00	0.00	0.00	0.00	0.00	0.00
1.4.2	Procurement of equipment and materials	33	8,000	2027-10-15 to 2028-12-08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3200	3200	3200	0.00	0.00
1.4.3			29,932	2028-01-10 to 2028-01-28	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	35,918.40	0.00
1.5.1	Final Construction	5	4,600	2028-01-31 to 2028-02-04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,280.00	0.00
1.5.2	Commissioning Ceremony	1	11,800	2028-01-10 to 2028-02-11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,160.00	
	Total		287,437		5,400.00	7,987.50	7,987.50	6,000.00	7,800.00	7,200.00	6,750.00	6,750.00	32700.00	39,540.00	62,070.00	37,506.00	7,500.00	42,859.50	3,200.00	3,200	55,358.40	0.00
	Cumulative Expenditure				5400.00	13387.50	21375.00	27375.00	35175.00	42375.00	49125.00	55875.00	88575.00	128115.00	190185.00	227691.00	235191.00	278050.50	#####	284450.50	#####	

Appendix 8: Electrical Inspection Form

Document issues, take notes and photographs to support assessment on form.

Total Amperage of Service

1. INSPECTION

1.1 Were Local Codes Met? (Does the entire electrical system meet local codes?) Choose one.

☐ Yes☐ No

1.2 Was Load Requirement Met? (Is the system sufficient for the load requirement?) Choose one.

☐ Yes☐ No

1.3 Knob and Tube Wiring (Is there any Knob and Tube wiring in use?) Choose one.

☐ Yes☐ No

1.4 Proper Grounding (Does the wiring contain proper grounding?) Choose one.

☐ Yes☐ No

1.5 Exposed Wiring (Is there any exposed or unsafe wiring?) Choose one.

☐ Yes☐ No

1.6 Condition of Electrical Service

☐ Excellent☐ Very Good

☐ Fair☐ Poor☐ Good

2. DEFICIENCIES

2.1 Deficiencies Found (Are there any deficiencies which need correcting?) Choose one.

☐ Yes☐ No

2.2 Deficiency Note

2.3 Date that the electrical deficiencies were corrected

DateTime

SignatureDateTime (AM/PM)

Source: (Falcrum, 2025)

11.8 Appendix 9: Checklist for Fire Inspection

1. Fire Safety Equipment

- ☐ The stipulated number of extinguishers are present (within 75 feet distance from any place in your facility).
- ☐ The size, rating, and type of fire extinguishers match the requirement for your kind of business. (At least a 2A-10BC size rating).
- ☐ All extinguishers are mounted on the wall in keeping with the specified fire safety recommendations (the top of the unit must be no higher than 3.5 feet if extinguishers are greater than 40 pounds and 5 feet if lighter.)
- ☐ There are no warning lights on your fire alarm panel.
- ☐ There are no signs of leakage, physical damage or corrosion on any of the equipment.
- ☐ The valves, hose connections, and water pressure are adequate to the requirements of the fire code.

2. Fire, Exit Routes

This section ensures that there are no obstructions to people exiting the building in case of a fire emergency. This includes pathways, exits, aisles, and walkways.

- ☐ At least two stipulated fire exits are present.
- ☐ All exit doors are unlocked at all times of occupancy.
- ☐ Aisles that lead to and away from fire exits are unobstructed.
- ☐ The pathway that leads to exit doors is wide enough (at least 36 inches wide.)
- ☐ Fire exits are provided with panic hardware.
- ☐ All doors to fire exits can be easily opened in case of emergency.
- ☐ Easy access to fire protection equipment like fire extinguishers and fire alarm control panel.
- ☐ The paths to the exits are well lit and clearly marked.
- ☐ The exit signs have backup batteries (to allow for a minimum of 90 minutes power backup) in case the lights go off during a fire emergency

3. Good Practices for Fire Safety

This section ensures that adequate measures towards fire prevention in the facility.

- ☐ All combustible materials are stored in fireproof cabinets.
- ☐ All electrical panels are easily accessible and there are no obstructions to their use.
- ☐ All potentially flammable materials are kept away from electrical panels. (Usually, a 3 feet clearance is required.)

(Reachout, 2025).

11.9 Appendix 10: Suppliers’ Evaluation Form

Company Name	
Evaluation Date	
Product / Service Evaluated	

Evaluator's Name	
Business Department	
Reviewed and Approved By	

Supplier Information						
Supplier Name	Supplier ID / Code	Address	Phone / Email	Primary Contact Person	Years in Business	Certifications

Evaluation Criteria & Score						
Supplier ID / Code	Product Quality	Price / Cost per Unit	Delivery and Reliability	Customer Service and Support	Capacity and Capability	Compliance & Risk

Scoring and Weighting Criteria	
Supplier Name	
Rating Scale	
Weighted Scoring System Breakdown	
Total Score	

Scoring and Weighting Criteria	
Supplier Name	
Rating Scale	
Weighted Scoring System Breakdown	
Total Score	
Scoring and Weighting Criteria	
Supplier Name	
Rating Scale	
Weighted Scoring System Breakdown	
Total Score	
Recommendations	
.	

(Source: Project Manager, 2025)

11.10 Appendix 11: Contract Template

Background

- The history of this procurement is [insert].
- The [choose: goods/services] to be delivered are [insert].
- The supplier is [insert] operating from [insert address].

The working files that relate to this contract are [insert name of file/s and reference number/s].

Basic contract details	
Contract name	[Insert contract title]
Contract ID	[Insert contract ID]
Contract document links:	[Insert links to where critical contract documents can be found]
Supplier name	[Legal name and doing business as (if applicable)]
Supplier contact(s)	[Insert Supplier Name and Contact Information]
Start – End date	[XX-XX-XXXX to XX-XX-XXXX]
Option to extend	☐ Yes ☐ No
Amendments	[Update in the event of any amendment including additional scope requirements, funding, extensions, or other details that impact performance and oversight]
Contract value	[Whole of life cost]
Approved annual budget	[Annual value]
Payment structure	☐ Daily rate ☐ Monthly invoice ☐ Other cost reimbursement ☐ Other

Objectives *[delete/amend as needed]*

- This contract relates to the following business needs [insert].
- Our key objectives are to [insert].
- The key outcomes are to [insert].

Terms and conditions *[delete/amend as needed]*

- This is an [choose: input / output] based contract. It is based on the agency’s [insert the name of the agency’s template or state that it is a bespoke contract].
- The duration of the contract is [insert e.g. three years with the option to extend twice for one year each (i.e. 3+1+1)].
- Unique features of this contract are [insert].
- Variations to the contract will be dealt with by [insert].

Price *[delete/amend as needed]*

- The approved budget (for the whole-of-life) for this contract is \$[insert]. This is based on total capital costs of \$[insert] and total operational costs of \$[insert].
- Payment will be subject to satisfactory delivery and made on [choose weekly / monthly / quarterly invoice / the successful delivery of milestones / at the end of the contract].
- Provide a breakdown of costs over the duration of the contract. *[delete/amend as needed]*

Contract delivery

A detailed statement of requirements is contained in the contract [insert: schedule / appendix #]

Key Contract Deliverables [delete/amend as needed]

The key purpose of this contract is to [insert brief, overarching summary of purpose of contract]. The following key deliverables have been identified as supporting the achievement of the contract’s outcome and will be the key focus of contract management activities.

Deliverable	Standard / quality	Due date
1.		
2.		
3.		
4.		
5.		

Key personnel

Roles and responsibilities of agency and supplier [delete/amend as needed]

Specific roles have been assigned in relation to management of the delivery under the contract and management of relationships with the supplier and key stakeholders.

Refer to the contract for the full scope of roles and responsibilities. This section highlights internal roles not specified in the contract.

Name and title	Role	Responsibilities
	Project Manager	• Overall responsibility for management of the contract
	Project Assistant	• Report to the Project Manager. • Overall responsibility to manage delivery under the contract and act as a first point of contact for the supplier. • Manage relationships with key stakeholders. • Keep records of important phone calls, meetings and correspondence. • Report to senior management on the supplier’s performance and delivery under the contract. • Escalate issues that cannot be resolved at Project Assistant level. • Report to the Manager of the business unit [identify]. • Check invoices and reconcile them against the contract deliverables. • Make payment.

Name and title	Role	Responsibilities
		Keep a note of all costs including price variations and ensure that there is sufficient delegated authority to make payment.

Key stakeholders

Roles and level of engagement for internal stakeholders *[delete/amend as needed]*

The contract manager / Project Assistant will manage relationships with internal stakeholders. The key internal stakeholders are [insert].

Role	Characteristics	Stakeholders
Responsible	The person/s responsible for undertaking the procurement.	
Accountable	The person/s with authority to make decisions and is accountable for the outcomes.	
Supportive	The person/s that does the <i>real work</i> .	
Consulted	The person/s that needs to be consulted to add value or get buy-in.	
Informed	The person/s or group/s that need to be kept informed of key actions and results but are not involved in decision-making or delivery.	

Communications *[delete/amend as needed]*

A communication plan for stakeholders and suppliers is attached at [insert Appendix X and remember to attach the appendix].

Monitoring and evaluation *[delete/amend as needed]*

Frameworks *[delete/amend as needed]*

- The standards and quality the supplier is required to meet in the delivery of the [choose: goods / services] is described in the contract [insert: reference clause X / annex Y of the contract].
- The key performance criteria are [insert].
- The supplier has the primary responsibility to ensure that these standards are met. Our Project Assistant will monitor delivery against the contract to check that the standards are being met.

Monitoring and reporting *[delete/amend as needed]*

- The Project Assistant will meet [choose: monthly / quarterly / 6 monthly / annually / on an ad hoc basis] to review performance. For each meeting the supplier’s contract manager shall prepare a report for the previous period summarising performance, targets met and identify any issues to be addressed.

Underperformance *[delete/amend as needed]*

- Performance will be measured against the standards and quality the supplier is required to meet in the delivery of the **[choose: goods / services]**.
- Where underperformance has been identified, the Contract Manager / Project Assistant will:
 - investigate the cause
 - identify options to rectify
 - clearly communicate the cause, and what action is to be taken by when in order to rectify
 - continue to monitor performance to ensure the problem has been rectified
 - seek opportunities to motivate better performance via incentives.
 - Schedule
 - Quality

Contract completion

Exit strategy *[delete/amend as needed]*

- At the end of the contract there will be no further requirement to provide these **[choose: goods / services]**. The contract will be allowed to run its full term and then expire.

Dispute resolution *[delete/amend as needed]*

Dispute resolution **[choose: is / is not]** dealt with in the contract. Refer to clause **[insert]**. If a dispute arises, contract managers will act to identify the issue and seek resolution directly with each other. In doing so, each agrees to use their best efforts to:

- clearly communicate the background facts leading to or causing the dispute
- set out clearly what action is required to resolve the dispute and by when
- identify measures to prevent the issue arising in future.

If the dispute cannot be resolved by the contract managers, it will be escalated to senior managers. For the agency that will be **[insert: name and position or just the position]**. For the supplier that will be **[insert: name and position or just the position]**.

If senior managers are unable to resolve the dispute, the matter will be referred to MBIE's in-house legal team, who will seek to resolve the dispute with regard to the contract's dispute resolution provisions.

(Source: Procurement: Government of New Zealand, n.d.).

11.11 Appendix 12: Estimation of Unit Prices of Materials and Equipment

	Required Resources	Unit	A.Ally and Sons	Gafoors	Fix It Hardware Store	Estimated Price (USD)
	Construction Equipment					
1	Rental of Excavator for 10 days (Generation Building Center, 2025)	Per day	87.00	67.00	107.00	100.00
2	Rental of Cement Mixer for 15 days	Per day	95.00	80.00	115.00	100.00
3	Sand Compactor	Per day	65.00	80.00	40.00	50.00
	- Construction Materials					
4	50 tonnes of Sand (A. Ally and Sons, 2025a) (Generation Building Center, 2025)	Tonne	90.00	95.00	105.00	100.00
5	60 sacks of Cement (A. Ally and Sons, 2025a)	45.2 kg Sacks	60.00	45.00	43.00	50.00
6	25 tonnes of Stone (A. Ally and Sons, 2025a)	tonne	115.00	90.00	95.00	100.00
7	200 feet 6” Forming Board (A. Ally and Sons, 2025a)	Feet	2.00	3.00	4.00	3.00
8	10 lbs of Nails	Pound	7.50	8.00	13.00	10.00
10	100 ¾” Steel rods	Length	6.50	3.00	4.50	5.00
11	120 lineal feet - Running base trim (A. Ally and Sons, 2025a)	Feet	4.50	2.00	3.00	3.00
12	35 mm Roof trusses (A. Ally and Sons, 2025a)	35 mm Unit	70.00	67.00	82.00	75.00
13	4x12 sheets of 5/8" drywall for your ceiling (A. Ally and Sons, 2025a)	4 x 12 feet sheets	22.00	15.00	22.50	20.00
14	8X8X16 Concrete blocks (A. Ally and Sons, 2025a)	Unit	2.00	4.00	3.00	3.00
15	Drywall screws for ceiling	Pound	12.00	10.00	8.00	10.00
16	40 - 8 x 3 feet Metal Roof Sheets	8’x3’ Metal Sheets	85.00	80.00	75.00	80.00
17	30- Sheets of 1/2" 4x12 drywall for interior walls	Sheets of 1/2" 4x12	- 28.00	- 27.00	- 23.00	25.00
18	35 - Roof sheeting (A. Ally and Sons, 2025a)	Unit	- 51.00	- 45.00	- 52.00	50.00
19	20 - Wall Windows (24” x 48”) (A. Ally and Sons, 2025a)	Unit	114.00	- 89.00	- 95.00	100.00
20	8 Ceiling Windows (A. Ally and Sons, 2025a)	Unit	- 97.00	- 101.00	- 100	100.00
21	1 Automatic Door	Unit	-	- 978.00	-	1000.00
22	2 - Manual Double Door (A. Ally and Sons, 2025a) (Generation Building Center, 2025)	Unit	-	- 545.00	-	500.00
23	5 gallon pails of joint compound	Per 5 Gallon	-	- 43.00	-	50.00

	Required Resources	Unit	A.Ally and Sons	Gafoors	Fix It Hardware Store	Estimated Price (USD)
24	Drywall screws for walls.	Pound	-	- 9.00	-	10.00
25	Gallons of oil-based paint	Per Gallon	-	- 55.00	-	50.00
26	Rolls of drywall tape (Generation Building Center, 2025)	Rolls	-	- 10.00	-	10.00
27	Paint Rollers		-	- 8.00	-	10.00
28	50 flower plants	Per plant	-	- 5.00	-	5.00
29	10 feet ² lawn grass	Per Square feet	-	- 13.00	-	10.00
30	500 Pavers	Per paver	-	- 3.00	-	5.00
31	20 bags of Manure	Per bag	-	- 9.00	-	10.00
32	15 Signage	Unit	- 45	55.00	-	50.00
33	Fire Extinguisher	Unit	-	412.00	-	400.00
	Electrical Installation Materials					
-	100 meters of Installation Wire	Per meter	-	19.00	-	20.00
-	Electrical Panel	Unit	-	85.00	-	100.00
-	300 feet Electric Cable	Per feet	- 0.3	0.50	- 0.2	0.30
-	Electrical Conduit	Per feet	- 3	3.00	-	5.00
-	20 Electrical Outlets	Per Unit	-	- 4.00	-	5.00
-	20 electrical Switches	Per Unit	-	- 5.00	-	5.00
-	12 - Circuit breakers	Per Unit	-	- 75.00	-	70.00
-	Fuse box		-	515.00	-	500.00
-	300 Plastic clamps	Per Unit	-	1.00	-	1.00
-	10 rolls of Electrical tape	Per roll	-	5.00	-	5.00
-	200 feet Plastic moulding	Per feet	-	9.00	-	12.00
-	20 LED Bulbs/ lights	Per Bulb	-	27.00	-	25.00
-	24000 AC Unit	Per Unit	-	5,215.00	-	5,000.00
	Plumbing Materials					
-	Toilet sets	Per set	-	- 400.00	-	- 400.00
	Ceramic Sink and Faucet	Per sink	-	- 190.00	-	- 200.00
-	50 meters 1 inch PVC pipes	Per meter	-	- 3.00	-	- 5.00
-	50 meters 2 inches PVC pipes	Per meter	-	- 1.00	-	- 1.00
-	10 - 2” Elbows	Per Unit	-	- 2.00	-	- 1.00
-	10 - 2” Tees	Per Unit	-	- 1.00	-	- 1.00
-	- 10 - ¾” CPVC Couplings	Per Unit	-	- 1.50	-	- 2.00
-	- 10 - 2” Male Adapters	Per Unit	-	- 2.50	-	- 2.00
-	- 10 - 2” Female Adapters	Per Unit	-	- 3.00	-	- 2.00
-	- 10 - 3” Male Adapters	Per Unit	-	- 3.00	-	- 2.00
-	- 10 - 3” Female Adapters	Per Unit	-	- 2.00	-	- 2.00
-	- 10 - 1” Male Adapters	Per Unit	-	- 1.50	-	- 2.00
-	- 10 - 1” Female Adapters (Generation Building Center, 2025)	Per Unit	-	- 1.50	-	- 2.00

	Required Resources	Unit	A.Ally and Sons	Gafoors	Fix It Hardware Store	Estimated Price (USD)
-	- Water Storage tanks	-	-	- 273.00	-	- 250.00