

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR A YOUTH ENTREPRENEURSHIP
PROJECT

ANTHIA ST. AIMEE-GEORGE

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

GROS-ISLET, SAINT LUCIA

March, 2016

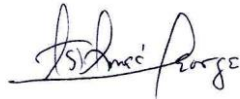
UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

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

Ms. Sophia B. Crawford
TUTOR

Mr. Carlos Brenes Mena
REVIEWER No.1

Mr. Carlos Herrera Rojas
REVIEWER No.2



Anthia St. Aimee-George
STUDENT

DEDICATION

To my husband Marcus and my son Ari who thought this process would never, ever end, thank you for your unwavering support and continuous encouragement. I am grateful.

ACKNOWLEDGMENTS

I would like to acknowledge and thank the assiduous and professional staff and faculty of the University for International Cooperation for providing the guidance necessary to bring this project to completion.

Special thanks is extended to my tutor, Ms. Sophia Crawford, who provided feedback promptly and always welcomed questions and gave clarity throughout the process. Thank you!

INDEX OF CONTENTS

APPROVAL PAGE	ii
DEDICATION	iii
ACKNOWLEDGMENTS	iv
INDEX OF CONTENTS	v
INDEX OF FIGURES	vi
INDEX OF CHARTS	vii
ABBREVIATIONS AND ACRONYMS	viii
EXECUTIVE SUMMARY (ABSTRACT)	ix
1 INTRODUCTION	1
1.1. Background.....	1
1.2. Statement of the problem.....	1
1.3. Purpose	2
1.4. General objective.....	3
1.5. Specific objectives.....	3
2 THEORETICAL FRAMEWORK.....	5
2.1 Company/Enterprise framework	5
2.2 Project Management concepts.....	7
3 METHODOLOGICAL FRAMEWORK.....	16
3.1 Information sources	16
3.2 Research methods.....	19
3.3 Tools.....	22
3.4 Assumptions and constraints	25
3.5 Deliverables.....	30
4 RESULTS.....	30
4.1. Project Integrated Management.....	32
4.2. Develop Scope Management Plan.....	34
4.3. Develop Time Management Plan.....	49
4.4. Develop Cost Management Plan.....	55
4.5. Develop Quality Management Plan.....	60
4.6. Develop Human Resource Management Plan.....	66
4.7. Develop Communications Management Plan.....	71
4.8. Develop Procurement Management Plan.....	74
4.9. Develop Risk Management Plan.....	77
4.10. Develop Stakeholder Management Plan.....	84
5 CONCLUSIONS	89
6 RECOMMENDATIONS	90
7 BIBLIOGRAPHY	91
8 APPENDICES	92
Appendix 1: Youth Entrepreneurship Project Charter	90
Appendix 2: Youth Entrepreneurship Project WBS.....	93
Appendix 3: Youth Entrepreneurship Project Schedule.....	94
Appendix 4: Dictum.....	95

INDEX OF FIGURES

Figure 1 Organizational structure (Source:Anthia St. Aimee-George)**Error! Bookmark not defined.**

Figure 2 PMI Life Cycle Chart (Source: <http://www.sisg.com/static.asp?path=3285>)..... 10

Figure 3 PMI Project Management Process Group (Source: www.projectengineer.net/the-pmbok-process-groups) 11

Figure 4 Youth Entrepreneurship Project Organizational Chart (Source: Anthia St.Aimee-George) 66

Figure 5 Youth Entrepreneurship Resource Histogram (Source:Anthia St. Aimee-George) **Error! Bookmark not defined.**7

INDEX OF CHARTS

Chart N° 1 Information sources (Source: Anthia St. Aimee-George).....	17
Chart N° 2 Research Methods (Source: Anthia St. Aimee-George).....	20
Chart N° 3 Tools (Source: Anthia St. Aimee-George).....	23
Chart N° 4 Assumptions and constraints (Source : Anthia St. Aimee-George) ...	266
Chart N° 5 Deliverables (Source: Anthia St. Aimee-George).....	30
Chart N° 6 Project Management Plan(Source: Project Managers Book of Forms)	33
Chart N° 7 Requirements List (Source: Anthia St. Aimee-George).....	37
Chart N° 8 Deliverable & Acceptance Criteria (Source: Anthia St. AimeeGeorge).	41
Chart N° 9 Work Breakdown Structure (WBS) (Source: Anthia St. AimeeGeorge)	43
Chart N° 10 WBS Dictionary (Source: Anthia St. Aimee-George).....	44
Chart N° 11 Deliverable Acceptance (Source: Anthia St. Aimee-George).....	46
Chart N° 12 Change Management Template (Source: Anthia St. Aimee-George).	47
Chart N° 13 Activity Schedule Updates (Source: Anthia St. Aimee-George).....	49
Chart N° 14 Milestone List (Source: Anthia St. Aimee-George).....	50
Chart N° 15 Time Management Matrix (Source: Anthia St. Aimee-George).....	52
Chart N° 16 Monthly Expenditure (Source: Anthia St. Aimee-George).....	55
Chart N° 17 Monthly expenditure Summary (Source: Anthia St. Aimee-George)...	55
Chart N° 18 Expenditure Summary Monitor (Source: Anthia St. Aimee-George)...	56
Chart N° 19 Analogous Cost Estimates (Source: Anthia St. Aimee-George).....	57
Chart N° 20 Budget (Source : Anthia St. Aimee-George).....	57
Chart N° 21 Quality Matrix (Source: Anthia St. Aimee-George).....	62
Chart N° 22 Project Human Resources (Source: Anthia St. Aimee-George).....	65
Chart N° 23 Communications Requirements Matrix (Source: Anthia St. Aimee-George).....	70
Chart N° 24 Risk & Probability Definations (Source: Anthia St. Aimee-George)....	76
Chart N° 25 Risk Register (Source: Anthia St. Aimee-George).....	77
Chart N° 26 Risk Assessment Chart (Source: Anthia St. Aimee-George).....	78
Chart N° 27 Impact & Probability Matrix (Source: Anthia St. Aimee-George).....	79
Chart N° 28 Risk Response Strategy (Source: Anthia St. Aimee-George).....	80
Chart N° 29 Stakeholder Register (Source: Anthia St. Aimee-George).....	83
Chart N° 30 Stakeholder Engagement Matrix (Source: PMBOK® Guide, Project Management Institute, 2013).....	85

ABBREVIATIONS AND ACRONYMS

FGP	Final Graduation Project
MOU	Memorandum of Understanding
PMBOK	Project Management Book of Knowledge
PMI	Project Management Institute
PMP	Project Management Plan
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY (ABSTRACT)

The Caribbean region is currently faced with an alarming high rate of youth unemployment, with Saint Lucia among those with the highest. In order to overcome the many challenges faced by the youth, a Youth Entrepreneurship Project is created to provide the young hopefuls with an opportunity to start up a business. With micro-businesses and jobs created, the social ills of unemployment, poverty, crime and drug abuse, to name a few, is expected to slowly dissipate. The existence of an entrepreneurial spirit in the youth and the creation of businesses and jobs, will lead to an increase in employment opportunities. It will also increase self-esteem, encourage self-development and the youth will have the opportunity to make a valuable contribution to their households, communities and eventually the wider society, leading to a boost in the economy.

The Youth Entrepreneurship Project will target unemployed youth between the ages of 17-25 who want to start a business. The Project will include components such as an entrepreneurship education program, soft skills training, mentoring, access to finance, business plan development and business registration facilitation. Therefore, collaboration with industry-relevant mentors, from the private sector, a micro finance institution to provide the financing at a reduced rate to the youth for business start-up, as well as government institutions to assist in the facilitation of the business start-up process and provide business advisory services to the youth, is necessary. The quintessential components will equip the youth fully, with a number of comprehensive services, skills and the 'know-how' that will prepare them to become successful entrepreneurs.

Implementing a project without a project management plan poses an inherent problem, as there would be no guidelines on organizing, planning, controlling and implementing the activities to achieve project objectives and realize benefits. Therefore, in order to successfully manage and implement the Youth Entrepreneurship Project, a detailed project management plan is required. The plan provides an efficient method or way of managing a project as well as the processes involved in the various knowledge areas. It will facilitate effective communication among project team members and other stakeholders, as well as identify what should be achieved by the project. The project management plan will ensure that the project is consistent in its project management processes, integrating the knowledge areas and adhering to the PMI (Project Management Institute) and organizational standards. This plan will allow for a blueprint of how the project should be managed and implemented and will minimize on changes throughout the span of the project.

The general objective was to develop a project management plan within the framework of PMI standards: to effectively manage a Youth Entrepreneurship Project.

The specific objectives were to develop a scope management plan to define all the work, and only the work that is to be done; to develop a time management plan which would determine how time will be managed, and to also ensure that the project is completed on time; to develop a cost budget to assess and manage cost thus ensuring that the project is completed within budget; to develop a quality management plan to fulfill the project requirements and ensure that the project management and organizational policies, standards and processes are followed and met; to develop a human resource plan to determine how human resources will be determined, acquired, managed and developed; to develop a communications management plan to determine proper communication and management of project information to project team members and relevant stakeholders; to develop a procurement management plan to determine the purchasing policies, processes and procedures to be followed by the project; to develop a risk management plan that will determine how risks associated with the project will be identified, managed, assessed and prioritized and to develop a stakeholder management plan to accurately identify stakeholders, manage their expectations and determine their impact on the project.

The methodology used for this research was the analytical research method, which uses critical thinking skills and the evaluation of information and facts. The knowledge areas of scope, time, cost, quality, human resources, communications, risk, procurement and stakeholders management were all examined and analyzed to determine how the various processes will be used based on the needs of the Youth Entrepreneurship Project. The knowledge areas were individually assessed and compiled to develop an integrative project management plan.

1 INTRODUCTION

1.1 Background

International donor agencies provide funding to assist developing countries that are facing social problems such as youth unemployment, which is what is being considered here. Through such funding, a project is designed and developed to manage and implement activities that will alleviate the existing social problem. In most cases, the implementing partner agency is an institution, and as it pertains to alleviating youth unemployment, the institution is youth-serving and it understands and contributes positively to the challenges faced by the youth in a community or the country as a whole.

To successfully implement the Youth Entrepreneurship Project, a project management plan must be developed encompassing all relevant processes and knowledge areas to ensure objectives are met. In addition, the plan will allow for better management and control of the project and the sharing of information to all relevant stakeholders.

The age range for youth in Saint Lucia, determined by the Central Statistics Office, is 15-29 years and the number of unemployed youth within this range amounted to 11 021 in 2016. For the purpose of this project, the youth targeted are between that ages of 17-25, with the number of unemployed youth between that range totaling 9,092 for 2016 (Central Statistics Office of Saint Lucia, Labour Force Survey, 2016). This targeted age range made up 82.5% of the unemployed youth population. The project therefore targeted unemployed youth between the ages of 17 – 25 who want to start a business.

The components of the project included entrepreneurship education, soft skills training, mentoring, access to finance, business plan development and business registration facilitation. The project was implemented in collaboration with various government agencies, private sector, industry-

specific mentors and a micro-finance institution that would provide finance at a reduced rate to the youth. Because of the many components of the Youth Entrepreneurship Project, proper planning was necessary for the coordination of activities, human and other resources, sharing of information among stakeholders, controlling the project and connecting these components in such a way that participants were capable of putting their business idea into action and create a sustainable business.

1.2 Statement of the problem

“Almost every study finds that [project] failures are caused primarily by poor project management, especially the failure to plan properly” (Heagney, 2012, p.32). Managing a project without a project management plan poses an inherent problem and leaves an implementing agency without guidelines on organizing, planning, controlling and implementing the activities that would achieve project objectives and realize benefits.

A project management plan must be developed to outline and define the Youth Entrepreneurship Project and allow the project team to manage each component and activity within the right timeframe, securing the necessary resources and applying the required level of detail.

1.3 Purpose

An examination of the need for a well-developed project management plan will be undertaken, to understand its benefits and how the intergration of the knowledge areas and processes will design a blueprint within the PMI framework, that can be followed to successfully implement a project. With activities of all components carefully defined and detailed, better guidance will be provided.

The project management plan will be developed to assist and guide in the successful implementation of the Youth Entrepreneurship Project, so that

objectives will be met. The plan will also show the value of planning. As a result of developing the project management plan the project team will:

- Integrate proper standards and quality
- Integrate knowledge areas and processes
- Manage time, scope and cost accurately
- Manage and define stakeholders
- Define activities and processes in detail
- Integrate and manage of all components of the project so that youth can gain full benefits for the entrepreneurship project
- Establish proper communication and sharing of information among project team and relevant stakeholders
- Establish proper control of project
- Develop measurable outputs from each component
- Manage procurement and risks
- Meet project objectives

1.4 General objective

Develop a project management plan within the framework of PMI standards to effectively manage a youth entrepreneurship project.

1.5 Specific objectives

1. Develop a scope management plan to define all the work, and only the work that is to be done.
2. Develop a time management plan to determine how time will be managed and ensure that the project is completed on time.
3. Develop a cost budget to determine how cost will be managed and ensure that the project is completed within budget.
4. Develop a quality management plan to fulfill the project requirements and ensure that the project management and organizational policies, standards and processes are followed and met.

5. Develop a human resource plan to determine how human resources will be determined, acquired, managed and developed.
6. Develop a communications management plan to determine proper communication and management of project information to project team members and relevant stakeholders.
7. Develop a procurement management plan to determine the purchasing policies, processes and procedures to be followed by the project.
8. Develop a risk management plan will determine how risks associated with the project will be identified, managed, assessed and prioritized.
9. Develop a stakeholder management plan to accurately identify stakeholders, manage their expectations and determine their impact on the project.

2 THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

2.1.1 Company/Enterprise background

A six-month project, funded by an international agency, is mandated to develop a culture of entrepreneurship among youth and by so doing, the project will more specifically, sought to assist and support the unemployed youth in Saint Lucia by getting them prepared to start their micro-businesses. This would be achieved by providing entrepreneurship education, soft skills through practical training and access to funding for business start-up. This culture of entrepreneurship among youth will then be created by this project and would positively impact the development of youth businesses.

2.1.2 Mission and vision statements

The mission of the Youth Entrepreneurship Project is to develop and positively impact a culture of entrepreneurship among unemployed youth in the Saint Lucia through self development, business skills and practical training and access to finance.

The vision of the Youth Entrepreneurship Project is that the project will lead in the creation and sustainability of a culture of entrepreneurship among unemployed youth in the Saint Lucia.

2.1.3 Organizational structure

The six-month project will develop a culture of youth entrepreneurship in Saint Lucia, whilst supporting youth in the development of micro-businesses. The project will be implemented by a youth serving organization, with the knowledge and experience in the culture, needs and understanding of youth. The director of the

youth serving organization will also serve in the capacity of Director of the Youth Entrepreneurship Project and will provide overall project oversight on a part-time basis. A project management team will be recruited for the term of the project to implement activities and meet the project's objectives. A technical consultant will be hired early on to assist in the design and development of the project. The project will be managed by a project manager, who will manage the implementation of all project activities, ensuring that deliverables are met and the day-to-day operations are achieved. The technical consultant, together with the director, will hire the project management team who will comprise a project accountant, project communications officer, project recruitment officer and project administrative assistant.

A project office will be established and will house all project staff. The recruitment officer is tasked with identifying unemployed youth who meet the projects criteria, in the targeted communities, as well as the identification of mentors. The communications officer, hired on a part-time basis, will develop appropriate communications material for advertising the project and disseminating information through the media to relevant stakeholders. The administrative assistant will assist with all administrative functions of the project. The project accountant, also providing part-time services, will ensure the overall financial management of the project. A projectized structure is created, as all tasks are only related to project implementation and project activities.

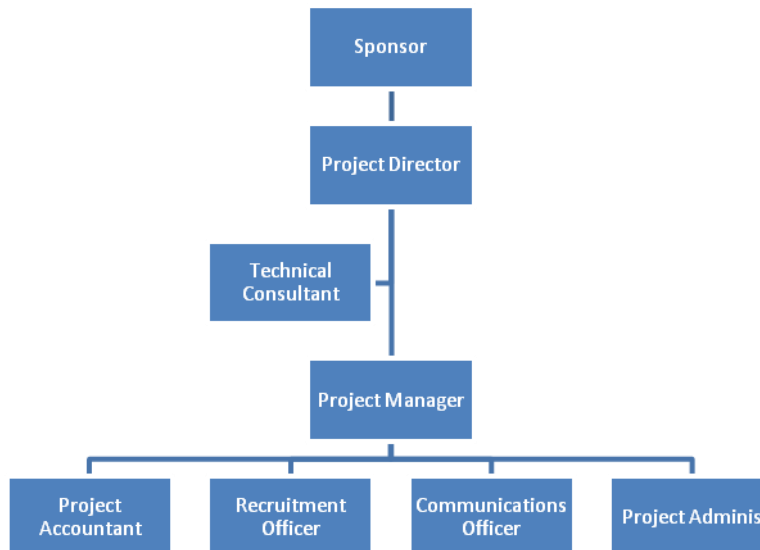


Figure1. Organizational Structure (Source: Anthia St. Aimee-George)

It is important for project team members to play a role and contribute to the development of the project management plan, so as to successfully implement a project. Together with buy-in and commitment, the result of input and participation from project team members, will produce a project management plan which would allow for effective and efficient project implementation.

2.1.4 Products offered

Consultancy, in the form of project management services, are the main services provided under the project. The project team members, through their technical expertise, will be hired to design, implement, promote and manage the Youth Entrepreneurship Project. Other services will be provided for training. These

would include entrepreneurship education and life skills programs, for the process of business registration and business plan development, as well as mentoring and access to finance. In the project management plan, the details of the supporting services provided in the Youth Entrepreneurship Project will be defined and outlined.

2.2 Project Management Concepts

2.2.1 Project

PMI (2013) defines a project as “a temporary endeavor undertaken to create a unique product, service or result” and goes on to describe that a project can create a “service or a capability to perform a service” (p. 3).

The project management team will provide a temporary service, where business skills, access to finance and the business ‘know-how’ will be taught to the youth for the development of their businesses. The various components of the project will include entrepreneurship education, soft skills training, mentoring, access to finance, business plan development and business registration facilitation. At the end of the training, the youth would then be able to start a business.

2.2.2 Project management

“Project management is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements” (*PMBOK® Guide*, Project Management Institute, 2013, p.5). It is evident that in the development of the project management plan, the application of knowledge in project management, skills, tools and techniques is necessary in order to complete activities and attain project objectives. PMI further explains that “project management is accomplished through the appropriate application and integration of 47 logically grouped project management processes, which are categorized into five process groups” (*PMBOK® Guide*, Project Management Institute, 2013, p.5). The five process

groups include *initiating, planning, executing, monitoring and controlling* and *closing*. These process groups will be examined during the development of the project management plan.

The application of project management, will be very important in the design and development process, as well as during the implementation of the Youth Entrepreneurship Project. Therefore, in order to apply proper project management for a successful project, the effective management of the applicable processes will be required.

As the structure of the implementing agency is that of a projectized one, project management methodology, processes and guidelines are followed throughout the development of all tasks and activities that are created to accomplish the objectives of a project. Additionally, by using project management, effective plans are developed during the planning process to assist with project implementation. Project progress is always measured and reported and communicated to the sponsor and other relevant stakeholders.

2.2.3 Project life cycle

The project life cycle according to PMI is a “collection of generally sequential and sometimes overlapping project phases whose name and number are determined by the management and control needs of the organization or organizations involved in the project, the nature of the project itself and its area of application” (*PMBOK® Guide*, Project Management Institute, 2013, p.38).

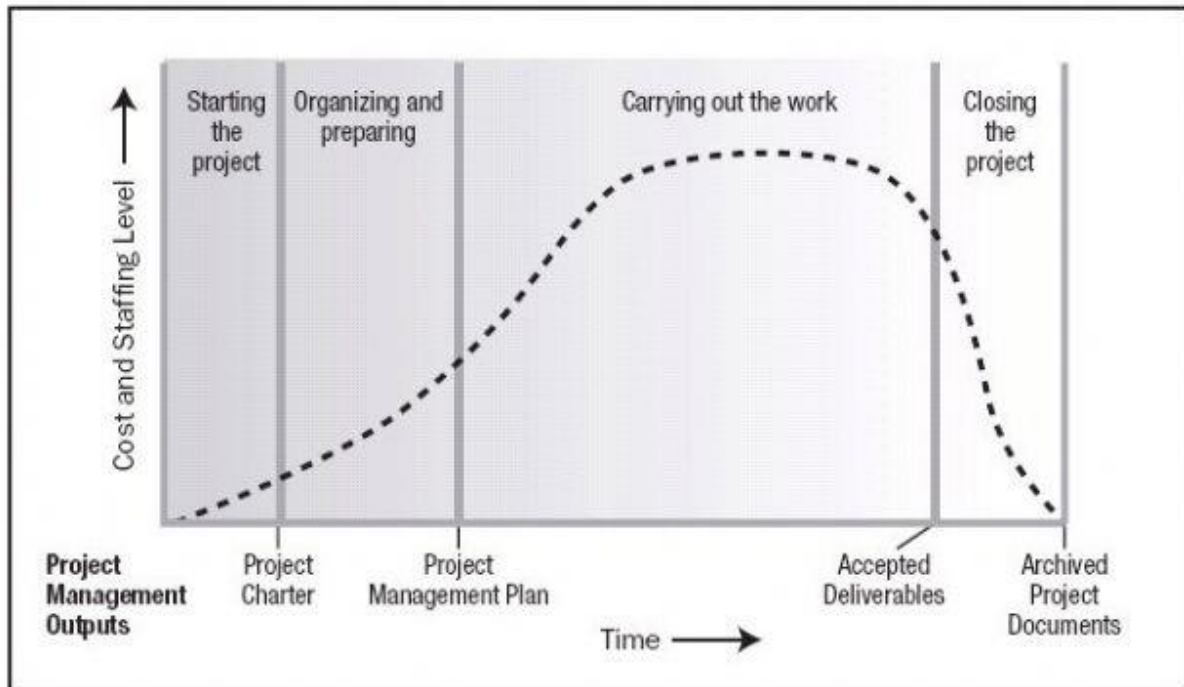


Figure 2 PMI Life Cycle Structure (Source: <http://www.sisg.com/static.asp?path=3285>)

As indicated in figure 2 above, the project life cycle includes the starting of the project, organizing and preparing, carrying out the work and closing the project.

The project life cycle of the implementing agency is that of conceptualizing the project, planning the project, implementing and closing the project. The projects that are created will develop a culture of entrepreneurship among youth. Because of the five-year life span of the project, the sub-projects implemented undergo the above-mentioned cycle. Monitoring and evaluation is not undertaken by the implementing agency, it will however, be done by the umbrella body or the international funding agency.

2.2.4 Project management processes

“Project management processes ensure the effective flow of the project throughout its existence” (*PMBOK® Guide*, Project Management Institute, 2013, p.47). These

processes are grouped into five categories known as the project management process groups.



Figure 3. PMI Project Management Process Groups
(Source: www.projectengineer.net/the-pmbok-process-groups)

According to PMI, the first process group, the **initiating** process group, includes the processes that are undertaken to define a new product or new phase of an already existing project. During this process, authorization to start the product or phase is obtained. The second process, **planning**, establishes the project scope, refines the project's objectives and defines what will be done to meet the project's objectives. The **executing** process group includes processes that are undertaken to complete the work defined in the project management plan in order to satisfy the specifications of the project.

Monitoring and controlling, the fourth process group, tracks, reviews and regulates project progress and performance, as well as identifies any areas where changes to the plan are required. The final stage in the project management process is the **closing** process group, which includes the processes that are performed to finalize all the activities across all the process groups, in order to formally close the project or phase.

These processes must be investigated during the development of the project management plan for the Youth Entrepreneurship Project and are seen as very important as they must be considered throughout the development of the project management plan.

2.2.5 Project management knowledge areas

A knowledge area, according to PMI, (2013) “represents a complete set of concepts, terms and activities that make up a professional field, project management field, or area of specialization” (p.60). The ten knowledge areas integrate with the five process groups and further forms 47 project management processes. The knowledge areas include;

- ❖ *integration*
- ❖ *scope*
- ❖ *time*
- ❖ *cost*
- ❖ *quality*
- ❖ *human resource*
- ❖ *communications*
- ❖ *procurement*
- ❖ *risk*
- ❖ *stakeholder management*

The above-mentioned areas will all be applied and considered in the development of the project management plan. It will be important to define all the requirements and what must be accomplished by the project. The project having so many components must be scheduled in order to manage the times for each component so that the six-week implementation schedule is met. Additionally, the project will be implemented in cycles to assist as many unemployed youth as possible who would like to start their own businesses.

The youth project will operate on a strict budget, with specific allocations of budget lines and corresponding amounts that must be adhered to. It is important that the quality of the training is up to standard and comprehensive enough to provide participants with the knowledge that they need to start their own businesses. The participants will also have to show the application of proper processes in order to have successfully registered businesses. The consultants who will be assisting in the training, mentoring and providing access to finance, must be knowledgeable in the various areas.

Communication in the form of reporting to the funding agency, right through to reporting to the Project Manager, is necessary and must be outlined. Communicating information to the public and relevant stakeholders, must be detailed in a communications plan, as well as determining how information about the project will be disseminated to the youth. All risks and opportunities are to be evaluated, assessed and managed to understand how it will impact the project. Procurement under the youth project must be in line with the procurement processes and procedures of the funding agency. Finally, identifying, assessing and managing these stakeholders are also important.

2.2.6 Project management plan

The project management plan according to PMI, “is the document that describes how the project will be executed, monitored and controlled. It integrates and consolidates all the subsidiary plans and baselines from the planning processes” (*PMBOK® Guide*, Project Management Institute, 2013, p.76). The subsidiary plans in the project management plan include:

- Scope management plan which , “describes how the scope will be defined, developed, monitored, controlled and verified” (*PMBOK® Guide*, Project Management Institute, 2013, p.109). A scope management plan as an important component of the project

management plan, will be developed to define all the work, and only the work that is to be done in order to implement the Youth Entrepreneurship Project.

- Schedule management plan “establishes the criteria and the activities for developing, monitoring and controlling the schedule” (*PMBOK® Guide*, Project Management Institute, 2013, p.148). The schedule management plan will determine how the 6-week training cycle of the youth entrepreneurship project will be managed to ensure that it is completed on time.
- Cost management plan “describes how project costs will be planned, structured and controlled” (*PMBOK® Guide*, Project Management Institute, 2013, p.198). The plan determines how all costs associated with the Youth Entrepreneurship Project will be managed and ensure that it is completed within budget.
- Quality management plan “describes how the organization’s quality policies will be implemented” (*PMBOK® Guide*, Project Management Institute, 2013, p.241). In this plan the project’s requirements will be fulfilled and it ensures that the project management and organizational policies, standards and processes are followed and met.
- Human resource management “provides guidance on how project human resources should be defined, staffed, managed and eventually released” (*PMBOK® Guide*, Project Management Institute, 2013, p.264). This plan will determine who and with what qualification and experiences should be recruited, and ways in which they can be developed to make an invaluable contribution to the success of the Youth Entrepreneurship Project.
- The communications management plan “describes how project communications will be planned, structured, monitored and controlled” (*PMBOK® Guide*, Project Management Institute, 2013, p.296). It will determine proper communication and dissemination of

information among project team members, sponsors, and other stakeholders.

- Procurement management plan “describes how a project team will acquire goods and services from outside the performing organization” (*PMBOK® Guide*, Project Management Institute, 2013, p.366). The purchasing policies, processes and procedures to be followed are that of the funding agency and must be adhered to by the project.
- Risk management plan “describes how risk management activities will be structured and performed” (*PMBOK® Guide*, Project Management Institute, 2013, p.316). The plan will determine how risks associated with the project will be identified, managed, assessed and prioritized.
- Stakeholder management plan “identifies the management strategies required to effectively engage stakeholders” (*PMBOK® Guide*, Project Management Institute, 2013, p.403). In the Youth Entrepreneurship Project, it was very important to accurately identify stakeholders, manage their expectations and determine their impact on the project.

3 METHODOLOGICAL FRAMEWORK

3.1 Information Sources

According to Wikipedia, an information source is “a source of information for somebody, i.e. anything that might inform a person about something or provide knowledge about it. Information sources may be observations, people, speeches, documents, pictures, organizations, websites, etc. They may be primary sources, secondary sources, tertiary sources and so on.”

Information sources definition. (n.d.). In *Wikipedia*. Retrieved September 14, 2016 from https://en.wikipedia.org/wiki/Information_source

3.1.1 Primary Sources

A primary source “provides direct or firsthand evidence about an event, object, person, or work of art. Primary sources include historical and legal documents, eyewitness accounts, results of experiments, statistical data, pieces of creative writing, audio and video recordings, speeches, and art objects “. Primary source definition. (n.d.) In *Ithaca College Library*. Retrieved September 14, 2016 from <https://library.ithaca.edu/sp/subjects/primary>

For this FGP, expert judgement will be sought, to understand what is required to develop a project management plan in order to adequately design and implement a Youth Entrepreneurship Project.

3.1.2 Secondary Sources

“Secondary sources describe, discuss, interpret, comment upon, analyze, evaluate, summarize, and process primary sources. Secondary source materials can be articles in newspapers or popular magazines, book or movie reviews, or

articles found in scholarly journals that discuss or evaluate someone else's original research". Primary sources. (n.d.)In *Ithaca College Library*. Retrieved September 14, 2016 from <https://library.ithaca.edu/sp/subjects/primary>

For this FGP all documentation found in the book, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition* will be analyzed, with emphasis on information related to the areas developing the project and subsidiary management plans.

Chart 1 Information Sources (Source: Anthia St. Aimee-George)

Objectives	Information sources	
	Primary	Secondary
Develop a scope management plan, to describe how scope will be defined, developed, monitored, controlled and verified.	<ul style="list-style-type: none"> Historical information from similar projects 	A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition.
Develop a time management plan, to determine how time will be managed and ensure that the project is completed on time.	<ul style="list-style-type: none"> Historical information from similar projects 	A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition.
Develop a cost management plan, to determine how costs will be planned and managed to ensure that the project is	<ul style="list-style-type: none"> Historical information from similar projects 	A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition.

completed within the approved budget.		
Develop a quality management plan, to fulfill the project requirements and ensure that the project management and organizational policies, standards and processes are followed and met.	<ul style="list-style-type: none"> • Historical information from similar projects 	A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition.
Develop a human resource plan, to determine how human resources will be determined, acquired, managed and developed.	<ul style="list-style-type: none"> • Historical information from similar projects 	A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition.
Develop a communications management plan, to determine proper communication and management of project information to project team members and relevant stakeholders.	<ul style="list-style-type: none"> • Historical information from similar projects 	A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition.
Develop a procurement management plan, to determine the	<ul style="list-style-type: none"> • Historical information from similar 	A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition.

purchasing policies, processes and procedures to be followed by the project.	projects	
Develop a risk management plan, will determine how risks associated with the project, will be identified, managed, assessed and prioritized.	<ul style="list-style-type: none"> • Historical information from similar projects 	A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition.
Develop a stakeholder management plan, to accurately identify stakeholders, manage their expectations and determine their impact on the project.	<ul style="list-style-type: none"> • Historical information from similar projects 	A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition.

3.2 Research Method

Research methodology is defined as “the process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information”. Research methodology. *BusinessDictionary.com*. Retrieved September 17, 2016, from <http://www.businessdictionary.com/definition/research-methodology.html>

3.2.1 Analytical research method: Analytical research method “is a specific type of research that involves critical thinking skills and the evaluation of facts and

information relative to the research being conducted". Analytical research methods. (n.d.) In *Reference.com*. Retrieved September 14, 2016 from <https://www.reference.com/business-finance/analytical-research-94534a536bf46028>

Chart 2 Research Methods (Source: Anthia St. Aimee-George)

Objectives	Research methods
	Analytical method
Develop a scope management plan, to describe how the project scope will be defined, developed, monitored, controlled and verified.	Examine and analyze the scope management plan and how it is developed and created to suit the development of the project management plan (PMP) for Youth Entrepreneurship Project
Develop a time management plan, to determine how time will be managed and ensure that the project is completed on time.	Examine and analyze the schedule management plan and how it is developed and created to suit the development of the PMP for Youth Entrepreneurship Project
Develop a cost management plan, to determine how costs will be planned and managed to ensure that the project is completed within the approved budget.	Examine and analyze the cost management plan and how it is developed and created to suit the development of the PMP for Youth Entrepreneurship Project
Develop a quality management plan, to fulfill the project	Examine and analyze the quality management plan and how it is developed and created to suit the development of the PMP for Youth Entrepreneurship

<p>requirements and ensure that the project management and organizational policies, standards and processes are followed and met.</p>	<p>Project</p>
<p>Develop a human resource plan, to determine how human resources will be determined, acquired, managed and developed.</p>	<p>Examine and analyze the human resource management plan and how it is developed and created to suit the development of the PMP for Youth Entrepreneurship Project</p>
<p>Develop a communications management plan, to determine proper communication and management of project information to project team members and relevant stakeholders.</p>	<p>Examine and analyze the communications management plan and how it is developed and created to suit the development of the PMP for Youth Entrepreneurship Project</p>
<p>Develop a procurement management plan, to determine the purchasing policies, processes and procedures to be followed by the project.</p>	<p>Examine and analyze the procurement management plan and how it is developed and created to suit the development of the PMP for Youth Entrepreneurship Project</p>
<p>Develop a risk management plan, that will determine how risks associated with the</p>	<p>Examine and analyze the risk management plan and how it is developed and created to suit the development of the PMP for Youth Entrepreneurship Project</p>

project will be identified, managed, assessed and prioritized.	
Develop a stakeholder management plan, to accurately identify stakeholders, manage their expectations and determine their impact on the project.	Examine and analyze the stakeholder management plan and how it is developed and created to suit the development of the PMP for Youth Entrepreneurship Project

3.3 Tools

According to PMI, a tool is “something tangible, such as a template or software program, used in performing an activity to produce a product or result” (*PMBOK® Guide*, Project Management Institute, 2013, p.529).

The tools used on the FGP include:

- Meetings
- Brainstorming
- Flowcharting
- Quality checklists
- Expert judgment

Chart 3 Tools (Source: Anthia St. Aimee-George)

Objectives	Tools
<p>Develop a scope management plan. to describe how the project scope will be defined, developed, monitored, controlled and verified.</p>	<ul style="list-style-type: none"> • Expert judgment will be sought from individuals with specialized knowledge in training for youth, with knowledge of what is required for the success of a business in the present economic climate and with knowledge of the life skills that are required for successfully managing a business.
<p>Develop a time management plan, to determine how time will be managed and ensure that the project is completed on time.</p>	<ul style="list-style-type: none"> • Expert judgment, • decomposition, • dependency determination, • basic scheduling tool
<p>Develop a cost management plan, to determine how costs will be planned and managed to ensure that the project is completed within the approved budget.</p>	<ul style="list-style-type: none"> • Analytical techniques will be sought for elements in the cost management plan for e.g. choosing the option to fund the project • Budget spreadsheets • Analogical techniques • Expert judgment
<p>Develop a quality management plan, to fulfill the project requirements and ensure that the project management and organizational policies, standards</p>	<ul style="list-style-type: none"> • Quality audits, • Inspection, • Reviews

and processes are followed and met.	
Develop a human resource plan, to determine how human resources will be determined, acquired, managed and developed.	<ul style="list-style-type: none"> • Organizational charts, • acquisition, • team-building activities
Develop a communications management plan, to determine proper communication and management of project information to project team members and relevant stakeholders.	<ul style="list-style-type: none"> • communication methods and technology • Communications requirements matrix
Develop a procurement management plan, to determine the purchasing policies, processes and procedures to be followed by the project.	<ul style="list-style-type: none"> • Expert judgment • inspection
Develop a risk management plan, that will determine how risks associated with the project will be identified, managed, assessed and prioritized.	<ul style="list-style-type: none"> • Brainstorming • Expert judgment • checklist analysis • Probability and impact matrix
Develop a stakeholder management plan, to accurately identify stakeholders, manage their expectations and determine their impact on the project.	Stakeholder engagement assessment matrix, expert judgment, communications methods

3.4 Assumptions and Constraints

According to PMI, assumptions are “factors that, for planning purposes, are considered to be true, real and certain without proof or demonstration” (*PMBOK® Guide*, Project Management Institute, 2013, p.529).

The assumptions of the FGP are:

- The project management plan will be detailed enough to implement the project effectively.
- The project management plan will be used as a guide for the successful implementation of the project.

According to PMI a constraint is defined as “a limiting factor that affects the execution of a project, program, portfolio or program” (*PMBOK® Guide*, Project Management Institute, 2013, p.533).

The constraints of the FGP are:

- Insufficient time to develop project management plan in detail
- Insufficient funds to include all components of the project to make the Youth Entrepreneurship Project a comprehensive program.

Chart 4 Assumptions and Constraints (Source: Anthia St. Aimee-George)

Objectives	Assumptions	Constraints
<p>Develop a scope management plan, to describe how the project scope will be defined, developed, monitored, controlled and verified.</p>	<ul style="list-style-type: none"> • The project management plan will be detailed enough to implement the project effectively. • The project management plan will be used as a guide for the successful implementation of the project. 	<ul style="list-style-type: none"> • Insufficient time to develop project management plan in detail • Insufficient funds to include all components of the project to make the Youth Entrepreneurship Project a comprehensive program.
<p>Develop a time management plan, to determine how time will be managed and ensure that the project is completed on time.</p>	<ul style="list-style-type: none"> • The project management plan will be detailed enough to implement the project effectively. • The project management plan will be used as a guide for the successful implementation of the project. 	<ul style="list-style-type: none"> • Insufficient time to develop project management plan in detail • Insufficient funds to include all components of the project to make the Youth Entrepreneurship Project a comprehensive program.
<p>Develop a cost management plan, to determine how costs will be</p>	<ul style="list-style-type: none"> • The project management plan will be detailed enough to implement the project effectively. 	<ul style="list-style-type: none"> • Insufficient time to develop project management plan in detail

Objectives	Assumptions	Constraints
planned and managed to ensure that the project is completed within the approved budget.	<ul style="list-style-type: none"> The project management plan will be used as a guide for the successful implementation of the project. 	<ul style="list-style-type: none"> Insufficient funds to include all components of the project to make the Youth Entrepreneurship Project a comprehensive program.
Develop a quality management plan, to fulfill the project requirements and ensure that the project management and organizational policies, standards and processes are followed and met.	<ul style="list-style-type: none"> The project management plan will be detailed enough to implement the project effectively. The project management plan will be used as a guide for the successful implementation of the project. 	<ul style="list-style-type: none"> Insufficient time to develop project management plan in detail Insufficient funds to include all components of the project to make the Youth Entrepreneurship Project a comprehensive program.
Develop a human resource plan, to determine how human resources will be determined, acquired, managed and developed.	<ul style="list-style-type: none"> The project management plan will be detailed enough to implement the project effectively. The project management plan will be used as a guide for the successful implementation of the project. 	<ul style="list-style-type: none"> Insufficient time to develop project management plan in detail Insufficient funds to include all components of the project to make the Youth Entrepreneurship Project a comprehensive program.

Objectives	Assumptions	Constraints
<p>Develop a communications management plan, to determine proper communication and management of project information to project team members and relevant stakeholders.</p>	<ul style="list-style-type: none"> • The project management plan will be detailed enough to implement the project effectively. • The project management plan will be used as a guide for the successful implementation of the project. 	<ul style="list-style-type: none"> • Insufficient time to develop project management plan in detail • Insufficient funds to include all components of the project to make the Youth Entrepreneurship Project a comprehensive program.
<p>Develop a procurement management plan, to determine the purchasing policies, processes and procedures to be followed by the project.</p>	<ul style="list-style-type: none"> • The project management plan will be detailed enough to implement the project effectively. • The project management plan will be used as a guide for the successful implementation of the project. 	<ul style="list-style-type: none"> • Insufficient time to develop project management plan in detail • Insufficient funds to include all components of the project to make the Youth Entrepreneurship Project a comprehensive program.
<p>Develop a risk management plan, that will determine how risks associated with</p>	<ul style="list-style-type: none"> • The project management plan will be detailed enough to implement the project effectively. 	<ul style="list-style-type: none"> • Insufficient time to develop project management plan in detail • Insufficient funds to include all

Objectives	Assumptions	Constraints
<p>the project will be identified, managed, assessed and prioritized.</p>	<ul style="list-style-type: none"> The project management plan will be used as a guide for the successful implementation of the project. 	<p>components of the project to make the Youth Entrepreneurship Project a comprehensive program.</p>
<p>Develop a stakeholder management plan, to accurately identify stakeholders, manage their expectations and determine their impact on the project.</p>	<ul style="list-style-type: none"> The project management plan will be detailed enough to implement the project effectively. The project management plan will be used as a guide for the successful implementation of the project. 	<ul style="list-style-type: none"> Insufficient time to develop project management plan in detail Insufficient funds to include all components of the project to make the Youth Entrepreneurship Project a comprehensive program.

3.5 Deliverables

PMI defines deliverables as “a unique and verifiable product, result or capability to perform a service that is required to be produced to complete a process, phase or project” (*PMBOK® Guide*, Project Management Institute, 2013, p.537).

The deliverables developed on the FGP are:

- Scope Management Plan
- Time Management Plan
- Cost Management Plan
- Quality Management Plan
- Human Resource Management Plan
- Communications Management Plan
- Procurement Management Plan
- Risk Management Plan
- Stakeholder Management Plan

Chart 5 Deliverables (Source: Anthia St. Aimee-George)

Objectives	Deliverables
Develop a scope management plan, to describe how the project scope will be defined, developed, monitored, controlled and verified.	Scope Management Plan.
Develop a time management plan, to determine how time will be managed and ensure that the project is completed on time.	Schedule Management Plan.
Develop a cost management plan, to determine how costs will be planned and managed to ensure that the project is completed within the approved budget.	Cost Management Plan.
Develop a quality management plan, to fulfill the project requirements and ensure that the project management and organizational policies, standards and processes are followed and met.	Quality Management Plan.

Develop a human resource plan, to determine how human resources will be determined, acquired, managed and developed.	Human Resource Management Plan.
Develop a communications management plan, to determine proper communication and management of project information to project team members and relevant stakeholders.	Communications Management Plan.
Develop a procurement management plan, to determine the purchasing policies, processes and procedures to be followed by the project.	Procurement Management Plan.
Develop a risk management plan, that will determine how risks associated with the project will be identified, managed, assessed and prioritized.	Risk Management Plan.
Develop a stakeholder management plan, to accurately identify stakeholders, manage their expectations and determine their impact on the project.	Stakeholder Management Plan.

4. RESULTS

4.1 Outline proper project management processes and integration of knowledge areas in the development of the project management plan for the Youth Entrepreneurship Project.

PMI PMBOK divides the knowledge area of Project Integration Management into six processes and is described as “the processes and activities to identify, define, combine, unify and co-ordinate the various processes and project management activities within the Project Management Process Groups” (*PMBOK® Guide*, Project Management Institute, 2013, p.63).

The processes include developing a project charter from the initiating process group, developing a project management plan from the planning process group, directing and managing a project work from the executing process group, monitoring and controlling project work performing integrated change control from the monitoring and controlling process group and closing the project or phase from the closing process group.

The following will address the development of a project management plan and will further examine the processes of project integration management and how it will be undertaken for the Youth Entrepreneurship Project, using the approach in the project management plan.

4.1.1 DEVELOP PROJECT CHARTER

This process is defined as “the process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities” (*PMBOK® Guide*, Project Management Institute, 2013, p.66). As funding will be sourced from an international funding agency, the charter will be prepared without dates and finalized when funds have been secured.

Please see Appendix 1 Project Charter

4.1.2 DEVELOP PROJECT MANAGEMENT PLAN

The Develop Project Management Plan process is defined as “the process of defining, preparing and coordinating all subsidiary plans and integrating them into a comprehensive project management plan” (*PMBOK® Guide*, Project Management Institute, 2013, p.72). The Project Management Plan for the Youth Entrepreneurship Project represents a holistic approach to implementation and will outline the subsidiary plans that will be used based on the needs of project. The project management plan is as follows:

Chart 6 Project Management Plan
 (Source: A project manager's book of forms [electronic resource] companion
 to the PMBOK guide, fifth edition / Cynthia Stackpole Snyder.)

PROJECT LIFE CYCLE

PHASES	DELIVERABLES
PRE-TRAINING PHASE	Staff contracts
	Signed lease with Training centre
	Turn-key Training manuals for the Entrepreneurship Education Program Soft skills Training
	Signed MOUs with strategic partners Mentors (25 mentors recruited) Government Business Advisory Agency Government Business Registry Micro-finance Institution
TRAINING PHASE	35 approved business plans
	35 youth owned micro-businesses registered (Copy of Registration Certificate)
POST-TRAINING PHASE	35 participants graduated (certificates issued)
	Final Report

PROJECT MANAGEMENT PROCESSES AND TAILORING DECISIONS

KNOWLEDGE AREA	PROCESSES	TAILORING DECISIONS (Adjustments to suit the needs of the Youth Entrepreneurship Project)
Integration	<ul style="list-style-type: none"> • Develop Project Charter • Develop Project Management Plan • Direct and Manage Project Work • Monitor and control Project work • Perform Integrated Change Control • Close Project of Phase 	The project is a three-phased project and has a short life span. The nature of the project requires mainly document- type deliverables.
Scope	<ul style="list-style-type: none"> • Plan Scope Management • Collect Requirements • Define Scope • Create WBS • Validate Scope • Control Scope 	Scope of the Youth Entrepreneurship Project is detailed, as activities must be done efficiently and speedily. The WBS is broken down into phases and is further decomposed into activities.
Time	<ul style="list-style-type: none"> • Plan Schedule Management • Define Activities • Sequence Activities • Estimate Activity Resources • Estimate Activity Durations • Develop Schedule • Control Schedule 	Project management software will not be used to determine the outputs of the various time processes. Organizational process assets in the form of a time management matrix will be used to determine the description of activities, its sequence, resources, durations and schedule.
Cost	<ul style="list-style-type: none"> • Plan Cost Management • Estimate Costs • Determine Budget • Control Costs 	Funding is required for the implementation of the project and its activities
Quality	<ul style="list-style-type: none"> • Plan Quality 	Quality is important throughout all

	<ul style="list-style-type: none"> • Perform Quality Assurance • Control Quality 	phases of the project
Human Resources	<ul style="list-style-type: none"> • Plan Human Resource Management • Acquire Project Team • Develop Project Team • Manage Project Team 	Staff will be hired externally and on a contractual basis, which would include both full time and part-time positions. Staff should have experience working on a similar project for smooth implementation in such a short period.
Communication	<ul style="list-style-type: none"> • Plan Communications • Manage Communications • Control Communications 	Communication for the Youth Entrepreneurship Project is not complicated. The director and project manager communicates with the sponsor.
Procurement	<ul style="list-style-type: none"> • Plan Procurement Management • Conduct Procurements • Control Procurements • Close Procurements 	The project director has full authority to sign all contracts. The majority of procurement for this project will be done through RFQs for day- to -day office functioning and the procurement guidelines will be provided by the sponsor.
Risk	<ul style="list-style-type: none"> • Plan Risk Management • Identify risks • Perform Qualitative Risk Analysis • Plan Risk Response • Control Risks 	<p>Because of the nature of the Youth Entrepreneurship Project and the short time frame in which it will be implemented, projected values will not be assigned to the risks and as a result, the perform quantitative risk analysis will not be undertaken.</p> <p>For controlling risks, risk assessments will be undertaken regularly because of the nature and short time-frame of the project.</p>
Stakeholders	<ul style="list-style-type: none"> • Identify Stakeholders • Plan Stakeholder Management • Manage Stakeholder Engagement • Control Stakeholder Engagement 	Stakeholders are adequately identified under the project and the various ways to communicate and work with them is monitored throughout the life of the project.

PROCESS TOOLS AND TECHNIQUES

KNOWLEDGE AREA	TOOLS AND TECHNIQUES
Integration	Expert judgment
Scope	Expert judgment, decomposition, review and inspection
Time	Expert judgment, decomposition, dependency determination, basic scheduling tool
Cost	Analytical techniques will be sought for elements in the cost management plan for e.g. choosing the option to fund the project Budget spreadsheets, analogous estimating expert judgment
Quality	Quality audits, inspection, reviews
Human Resources	Organizational charts, acquisition, team-building activities
Communication	Communications requirements matrix
Procurement	Expert judgment, inspection,
Risk	Brainstorming, expert judgment, checklist analysis, probability and impact matrix
Stakeholders	Stakeholder engagement assessment matrix, expert judgment, communications methods

The individual subsidiary plans summarized in the project management plan above, are detailed below:

4.2 Develop a scope management plan to describe how the project scope will be defined, developed, monitored, controlled and verified.

PMI PMBOK divides the knowledge area of Project Scope Management into six processes and is described as “the processes required to ensure that the project includes all the work required and only the work required, to complete the project successfully” (*PMBOK® Guide*, Project Management Institute, 2013, p.105). The processes include plan scope management, collect requirements, define scope and create WBS, which all form part of the planning process group, in addition to validate and control scope, which form part of the monitoring and controlling process group. The following will address the development of a scope management plan and will further examine the processes of project scope management and how it will be integrated and undertaken for the Youth Entrepreneurship Project..

4.2.1 PLAN SCOPE MANAGEMENT:

This process is defined as “the process of creating a scope management plan that documents how the project scope will be defined, validated and controlled” (*PMBOK® Guide*, Project Management Institute, 2013, p.108). The plan scope management process, therefore gives direction and provide a guideline to the project team on how the management of scope will be undertaken throughout the life of the Youth Entrepreneurship Project. It will capture all the processes that govern how scope will be defined, validated and controlled and will be reviewed periodically by the team to ensure that all the work required, and only the work required, is being undertaken as the project progresses.

An output of the Plan Scope Management is the Scope Management Plan and it is defined as “the plan that describes how scope will be defined, developed, monitored, controlled and verified” (*PMBOK® Guide*, Project Management Institute, 2013, p.109).

4.2.1.1 SCOPE MANAGEMENT PLAN

PURPOSE OF THE SCOPE MANAGEMENT PLAN:

The scope management plan is a subsidiary plan to the overall project management plan and it will describe the scope framework of the Youth Entrepreneurship Project. Here, the processes for defining a project scope and the details of the scope statement are developed. The process of maintenance of the work breakdown structure (WBS) is created and the mechanisms and processes used to validate and control scope are specified. The scope management plan will thus define the approach for developing, managing and controlling scope of the Youth Entrepreneurship Project and so will document the decisions and processes that are made, as it relates to scope management.

DEFINING PROJECT SCOPE

Project scope for the Youth Entrepreneurship Project will be defined through information collected for project requirements and information documented in the project charter. This project scope will respond to the overarching need, for a comprehensive service that will provide unemployed youth in Saint Lucia, with the support to create micro-businesses and subsequently decrease the country’s rate of youth unemployment. It will additionally, allow for the development of a detailed description of the project as well as its deliverables.

The scope is also defined by the project scope statement and the work breakdown structure (WBS) and its dictionary. Here the documentation of all the work required to complete the Project will be provided. The project sponsor, director and the project management team will be primarily responsible for managing the project scope.

The knowledge and experiences of experts will be provided to outline ways of making the project different from other projects and encompassing components that would support the youth in ways never attempted. The experiences of the project management team from working on similar projects will also be examined to further define the scope of the Youth Entrepreneurship Project.

SCOPE STATEMENT DEVELOPMENT

The process for developing a project scope statement involves the development of a detailed project scope description, the project deliverables, the acceptable criteria of these deliverables, any exclusions or work that is out of scope for the project and the project constraints and assumptions. With all these components included, a sound scope statement will be developed to provide the project management team and other stakeholders with a clear and common understanding of what the project is and what it will accomplish.

WORK BREAKDOWN STRUCTUE (WBS)

The WBS will be created from the detailed project scope statement and will represent all the work that is identified in the project scope statement, by breaking down the total scope of work to be undertaken, into more manageable parts. The logical grouping of the WBS will be arranged by phases to allow the project management team to easily schedule, understand and implement logically related project activities. The WBS will be revisited as the project progresses for additions to be made, as required. The WBS dictionary will further describe the work elements in the WBS to understand exactly what is required to complete the activities of the project.

VALIDATE SCOPE

The process for validating scope, which is the formal acceptance of completed deliverables will be ultimately done by the sponsor. The project manager will review all deliverables for compliance first, then, it will be passed on to the project director as an internal process of acceptance. After the director has ensured that all requirements are met, the director will then pass on deliverables to the sponsor for formal approval and sign-off.

CONTROL SCOPE

Inevitably, changes will occur and so, the process to control scope must be outlined. The sponsor, director and project management team will work together to control the scope of the Youth Entrepreneurship Project. In addition, they can initiate changes to scope, as long as it is adequately justified.

A change control system will be developed where a change request is made. This will be recorded, and then assessed by the project director and manager. The assessment will examine the impact of the change on the project, its objectives and deliverables. Changes with a high impact must be presented to the sponsor. Approved changes will then be recorded, indicating when date of approval was given and documenting the corrective action or changes that were made.

4.2.2 COLLECT REQUIREMENTS:

According to the PMBOK, collect requirements process is defined as the “process of determining, documenting and managing stakeholders’ needs and requirements to meet project objectives” (*PMBOK® Guide*, Project Management Institute, 2013, p.110). Therefore, during this process, the requirements of the Youth Entrepreneurship Project will be defined and documented, reflecting the needs and requests of stakeholders. These requirements will then be incorporated into the

design of the project to provide the youth with the proper support to successfully start up their businesses and by extension, decrease the rate of unemployment among youth in Saint Lucia. Requirements will thus be used to achieve the objective of Youth Entrepreneurship Project. The project charter and the stakeholder register are two important documents that will inform this process. Stakeholder input and involvement in the identification of the requirements is paramount to the success of a project and so input from the sponsor, unemployed youth, private sector personnel, government officials that drive and boost economic growth and the experienced project team is sought. A list of project requirements is listed below:

Chart 7 Requirements List (Source: Anthia St. Aimee-George)

ID	REQUIREMENT DESCRIPTION	RATIONAL FOR INCLUSION
001	Administrative and financial guidelines of the funding agency must be adhered to.	A mandatory requirement from the funding agency or sponsor
002	Training centre must be close and in a central location for the youth	As youth are unemployed, a centre in a central location is most suitable and easily accessible
003	Participants must complete 80% of the course in order to graduate	With non-completion of more than 20% of the course material, the training participants will not gain the necessary skills and competencies to start-up a business and so will not meet the certification criteria
004	Youth must meet the selection criteria of being between the age of 17-25, have a sound business idea and have a status of which is unemployed	The project has a specific beneficiary target and the profile for beneficiaries of the project are outlined
005	The project will be implemented by a youth serving organization, with activities managed by a project management team, with relevant experience in a similar project	A youth-serving organization will already know how to guide and monitor the implementation of project activities by a team that has implemented such project in the past.
006	Curriculum for the entrepreneurship education program and life skills training must be accredited and tested. It must also be able to provide participants with the required competencies and skills needed to start up and manage a micro-business.	The participants will start-up and manage their businesses after the training. Therefore, it is important that the curriculum used is reputable and tested and that it will provide the youth with the skills required.
007	A support and relevant service that must be provided under the project, is financing at a reduced rate.	Support will be required from a youth-friendly micro-finance institution that will support the program and the youth and be the gateway to the ownership of a successful business.

4.2.3 DEFINE SCOPE:

Define scope, the third process in the project scope management processes, is a very important process and it is defined by the PMBOK as the “process of developing a detailed description of the project and product” (*PMBOK® Guide*, Project Management Institute, 2013, p.120). A properly defined scope will allow for understanding of project details, its deliverables and the accurate definition of all that the project will do and achieve. By referencing the project charter, interviewing stakeholders and reviewing previous projects, a detailed understanding of what is required to design and develop a Youth Entrepreneurship Project is derived. An output of the define scope process is the project scope statement and it is outlined below for the Youth Entrepreneurship Project.

4.2.3.1. Project Scope Statement

Project Scope Description

Project purpose: Saint Lucia’s youth unemployment rate in 2015 was a staggering 41%, the highest in the Eastern Caribbean. The purpose of the project is to support unemployed youth, between the ages of 17-25, in becoming self-employed, by promoting the creation of micro-businesses and therefore engaging in sustainable livelihoods. In order to help create successful micro-businesses, the supporting comprehensive components under the Youth Entrepreneurship Project will include an entrepreneurship education program, soft skills training, private sector mentorship, business plan development, access to finance, and business registration facilitation. The successful implementation of the Youth Entrepreneurship Project is expected to register and thus create 35 successful micro-businesses as youth would have acquired the necessary competencies to successfully manage these businesses.

Project scope description: The Youth Entrepreneurship Project will comprise three phases. The first phase, the pre-training or project preparation phase, which will include all activities to recruit and select youth, hire project staff and facilitators, identify venue/facility, identify and finalize curriculum, foster engagement with strategic stakeholders and institutions and commence project administrative activities. The afore-mentioned will make for ease of training implementation and project management when completed.

Target Profile: Unemployed youth between the ages of 17-25 who have a viable business idea and want to create their own micro-businesses.

PRE-TRAINING PHASE

Identification and selection of youth entrepreneurs: Youth will be recruited and identified from three targeted areas in the north of the island, through outreach activities. The outreach activities will comprise town hall meetings in the communities. Project team members will visit these communities to talk to the young entrepreneurs about the project and answer any questions or concerns they may have. Interested youth, with a business idea, will fill out an application form and submit for assessment.

The selection of youth will include the assessment of the applications by a selection committee, ensuring that the youth meet the criteria of age, unemployment and most essentially, possess a sound and viable business idea. A total of 40 youth, with the most viable business ideas, will be selected to be part of the Youth Entrepreneurship Project. The selection committee will comprise the Project manager, the recruitment officer, a representative from the micro-finance institution and a representative from the government institution that will facilitate the business plan development. Taking into consideration drop out, a 10% drop out rate will be applied, hence expecting approximately 35 participants to graduate or start up businesses.

Identification and selection of facilitators: Following advertisements in the newspapers, the most suitable and qualified facilitators for the entrepreneurship education program and soft skills training will be hired. Facilitators should also be trained in the use of the curriculum and its content for smooth and effective delivery. Four facilitators will be required, two for the entrepreneurship education program and two for the soft skills training.

Identification and selection of Project staff: Through advertizing in newspapers and the selection of the most qualified individuals, a project team will be established. The staff complement of seven will be hired to ensure proper management of the project and effective implementation of activities. The project team will comprise a project manager, technical consultant, project recruitment officer, project communications officer, project accountant, project officer and project administrative assistant. Project staff will have relevant experience with prior knowledge in similar positions and in implementing a similar project. The project manager and technical consultant will be hired earlier to commence project design and development, following which, other project staff will come on board to commence the first phase of the project.

Venue/Facility selection: The training will take place in a training centre, at a location that is central, easily accessible and that is either within walking distance or on a single bus route from the targeted communities. The fact that participants are unemployed and unable to afford the bus fare must be taken into consideration when choosing the venue for training. For convenience and efficiency, this centre will also house the project office. The existence of two training rooms is required to accommodate a group of twenty per room, totaling the forty youth targeted for the project. Amenities such as washrooms, air conditioning, audio-visual equipment and teaching aids must be available. Furniture to include desks and chairs will be made available. The two training rooms will be scheduled to host two concurrent sessions.

Identify and finalize curricula: It is imperative that the curriculum for the entrepreneurship education program is accredited and that the 10-module program includes important topics like conceptualizing the business idea, developing financial summaries and developing a sound business plan. The participants will understand business concepts, processes and acquire the necessary competencies to successfully start a business.

Another important component of the training is the soft skills training component. As it is believed that soft skills are necessary for the workforce and for business success, young entrepreneurs will be equipped with a range of skills to include leadership, problem solving, conflict management and ethics, to name a few. The curriculum for the soft skills should also be accredited.

Training Schedule: In the first instance, youth will participate in a comprehensive 10-module entrepreneurship program for 10 weeks, with one day allocated per topic. To follow directly will be the 4-week soft skills training for the youth. For the first week following the core training of the entrepreneurship program and the soft skill training, participants will finalize and gain approval of their business plans. Youth will also continue to work on their business plans during their spare time, throughout the four-week soft skills training. Following approval, businesses will be registered and plans submitted to micro-finance institution for loan approval within a two-week period.

TRAINING	NO. OF WEEKS
Entrepreneurship Education Program	10
Soft Skills Training	4
Business Plan Finalization and Approval	2
Business Registration	1
Submit business plans for financing	2

Engagement with strategic partners and institutions: An important component of the Youth Entrepreneurship Project is the involvement of various institutions that will play a pivotal role in the success of the program. It is important that they gain buy-in, are engaged early, and provide their expertise to contribute to the development of the project. Memoranda of understanding (MOUs) will be developed and signed with all contributing institutions. These reputable stakeholders will contribute to the credibility of the training and the success of the project.

The identification of a government agency providing business advisory services to include business plan development is required. Business plan development will be an important component of the project and will be a deliverable of the training, particularly because it is important to the success of a new business. As business plan development will be one of the modules in the entrepreneurship education program, the agency will work with the participants by providing guidance and practical training in developing a sound business plan. The business plan will also be a deciding and important contributor to the granting of finance by the micro-finance institution.

A youth-friendly micro-finance institution that will provide a reduced rate of interest and favorable conditions to participants will be identified. The institution will also partake in the financial module of the entrepreneurship education program to ensure practical experience that the young entrepreneurs are able to manage their finances and they adhere to their responsibilities of paying back the loans to the micro-finance institution. The institution will also assist in the development of the financial component of the business plan. From proper research, the successful micro-finance institution will provide the lowest rate and most favorable conditions to the youth. The institution will also review the business plans to ensure compliance and existence of a sound and viable plan that they would like to support.

The Government Business Registry will undertake the registration of businesses. Upon approval of the business plans, participants will be directed to the registry for business registration. The business registration process will be explained to the young entrepreneurs prior to registration and the cost of registration will be paid by the project as a further incentive and support to the young entrepreneurs.

Private sector industry-specific mentors: Industry specific mentors from the private sector will be approached and registered as mentors for the project. Assessments of the application forms of participants will give an indication to the various types of industries that are present and mentors will be assigned accordingly. Here, business networks will be established and the areas of expertise and experiences of the mentors will be imparted on the young entrepreneurs. Mentors will be assigned early to foster relationships with young entrepreneurs, provide guidance and address any business questions or uncertainties they may have. Collaborations with the Manufacturing and Hotel Associations, Chamber of Commerce and Services Coalition will be established.

TRAINING PHASE

The training phase will include a two-tiered training program for youth, industry specific mentor pairing, introduction to micro finance institution and the commencement of business registration processes.

POST-TRAINING PHASE

The final phase, post-training phase, will mark the completion of the training, where evaluations will be conducted, graduation completed and processes to close the project undertaken.

Evaluation administered: Post-training evaluation will be administered to get an idea of the participants' opinions of the training received. Evaluations will be administered to all participants.

Graduation: Participants completing the training will be issued a certificate indicating participation in the Youth Entrepreneurship Project.

Close-project activities: All activities related to closing the project will be undertaken at this stage to include closing of all accounting processes, procurement documents finalized, project filing stored and final report submitted. All resources are released at this stage.

Project Deliverables and Acceptance Criteria: The following are conditions that should be met before deliverables are accepted.

Chart 8 Deliverables and Acceptance Criteria
(Source: Anthia St. Aimee-George)

DELIVERABLES	ACCEPTANCE CRITERIA
Staff contracts	For Accountant and Project Manager, CVs and justification must be submitted to Sponsor for approval.
Signed lease with Training centre	Procurement procedures of the sponsor must be adopted. Training centre should accommodate offices and two training rooms, with necessary amenities for staff and participants. Lease must be signed and initialed by both parties
Turn-key Training manuals for the Entrepreneurship Education Program Soft skills Training	Accredited curricula for Entrepreneurship education program and soft skills training.
Signed MOUs with strategic partners Mentors (25 mentors recruited) Government Business Advisory Agency Government Business Registry Micro-finance Institution	All MOUs must be shared with both parties for input before signing; Signed and initialed by both parties.
35 approved business plans	All components of the business plan template must be approved by the micro-finance institution. The Government Business Advisory Agency must be completed by each participant. Approval of completed business plans.
35 youth owned micro-businesses registered (Copy of Registration Certificate)	The project will pay the registration fee for young entrepreneurs.
35 participants graduated (certificates issued)	Participants must complete 80% of the course in order to be eligible to graduate.
Final Report	Must be in accordance with template provided by sponsor.

Project Exclusions: Exclusions will be established in order to manage the expectations of stakeholders. Therefore, the Project will not:

- Provide financing as it will be done through the micro-finance institution.
- Provide business ideas for youth
- Guarantee that business plans will be approved by micro-finance institution
- Provide ongoing support to the youth after micro-finance facilitation is completed.

Project Constraints:

- Project implementation cannot exceed the budget allocated by the sponsor.
- The support provided by the Government agencies and mentors may be mediocre.

Project Assumptions:

- Youth will be eager to register and be part of the Project.
- There will be buy-in and support from stakeholders.
- There will be sufficient funding to successfully implement and complete the project.
- The economy will remain stable to foster new business start-ups.

4.2.4 Create Work Breakdown Structure (WBS):

PMBOK defines the create WBS process as “the process of subdividing project deliverables and project work into smaller, more manageable components” (*PMBOK® Guide*, Project Management Institute, 2013, p.125). It goes on to describe the WBS as a “hierarchical structure of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverable” (*PMBOK® Guide*, Project Management Institute, 2013, p.126).

The project team will refer to the WBS to understand the all work, as they are broken down into smaller manageable components, and organize and undertake activities to complete the work and deliverables. The WBS will serve as a road map to assist during the execution of the Youth Entrepreneurship Project and as more information is known, the WBS will be revised and updated. The following WBS shows the logical grouping of the breakdown of work required under the three phases of the project. Level 1 designates the three phases of the project, level two the work packages, which are further decomposed in levels 3, 4, 5 and 6.

Chart 9 Work Breakdown Structure (Source: Anthia St. Aimee-George)

Project Name	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Youth Entrepreneurship Project	1 Pre-Training Preparation	1.1 Project Management Team	1.1.1 Identify Project Team	1.1.1.1 Short List Project Team	1.1.1.1.1 Hire Project Team	1.1.1.1.1.1 Sign contracts
		1.2 Venue	1.2.1 Select Venue	1.2.1.1 Sign Lease	1.2.1.1.1 Schedule Venue	
			1.2.2 Supply equipment & furniture			
		1.3 Participants	1.3.1 Collect applications	1.3.1.1 Implement Selection process	1.3.1.1.1 Enroll Participants	
		1.4 Curricula	1.4.1 Identify Entrepreneurship Education Program	1.4.1.1 Select Entrepreneurship Education Program	1.4.1.1.1 Schedule Entrepreneurship Education Program	
			1.4.2 Identify Soft Skills Program	1.4.2.1 Select Soft Skills Program	1.4.2.1.1 Schedule Soft Skills Program	
		1.5 Supporting Components	1.5.1 Identify Micro-Finance Institution	1.5.1.1 Select Micro-Finance Institution	1.5.1.1.1 Sign MOU with Micro-Finance Institution	
			1.5.2 Identify Private Sector Mentors	1.5.2.1 Sign MOU with selected Mentors	1.5.2.1.1 Register Mentors	
			1.5.3 Formalize Institutional Arrangement with government registry	1.5.3.1 Sign MOU with government registry		
			1.5.4 Formalize Institutional Arrangement with Government Business Advisory Agency	1.5.4.1 Sign MOU with Government Business Advisory Agency		
		1.6 Facilitators	1.6.1 Identify Soft Skills Facilitators	1.6.1.1 Select Soft Skills Facilitators	1.6.1.1.1 Sign Contracts	
			1.6.2 Identify Entrepreneurship Facilitators	1.6.2.1 Select Entrepreneurship Facilitators	1.6.2.1.1 Sign Contracts	
		1.7 Project Administration	1.7.1 Prepare project forms			
		1.8 Project Communications	1.8.1 Develop material	1.8.1.1 Disseminate material		
		2 Training	2.1 Entrepreneurship Education Program	2.1.1 Administer Training	2.1.1.1 Meet criteria for graduation	
			2.2 Soft Skills Program	2.2.1 Administer Training	2.2.1.1 Meet criteria for graduation	
			2.3 Mentorship Program	2.3.1 Assign Mentor to Participant	2.3.1.1 Mentor participants	
			2.4 Business Registration	2.4.1. Schedule Appointments for Business Registration	2.4.1.1. Register Businesses	
	3 Post-training	3.1 Evaluation	3.1.1 Design evaluations			
			3.1.2 Administer evaluations			
			3.1.3 Summarize evaluations			
		3.2 Graduation	3.2.1 Prepare certificates			
			3.2.2 Plan Graduation Ceremony	3.2.2.1 Conduct Graduation Ceremony	3.2.2.1.1. Issue Certificates	
		3.3 Project Closure	3.3.1 Gain formal acceptance of remaining deliverables and ensure requirements are met			
			3.3.2 Carry out close –out activities			
	3.3.3 Submit Final Reports					

4.2.4.1 WBS DICTIONARY:

An output of the Create WBS is the development of a WBS dictionary. Here, work elements are listed and a detailed description of each work element is undertaken, to serve as a guide and provide the project team with sufficient information on the work that is to be done. In the case of the Youth Entrepreneurship Project, the WBS elements are described below:

Chart 10 WBS Dictionary (Source: Anthia St. Aimee-George)

LEVEL	WBS CODE	WBS ELEMENT NAME	WBS ELEMENT DESCRIPTION	RESPONSIBLE INDIVIDUAL
1	1	Pre-training Preparation	The first phase of the project includes all preparation components that will be undertaken for ease of implementation of the second phase of the project, which is the training phase	
2	1.1	Project Management Team	The staff that will implement all activities of the project will be selected.	
3	1.1.1	Identify Project Team	A project manager, accountant, communications, recruitment and project officers and administrative assistant will be identified through advertisement in the newspapers.	Project Director and Technical consultant
4	1.1.1.1	Short List Project Team	Most suitable applicants, with experience in implementing a similar project will be short listed and given priority.	Project Director and Technical Consultant
5	1.1.1.1.1	Hire Project Team	Suitable applicants selected and hired to make up project team.	Project Director
6	1.1.1.1.1.1	Sign contracts	Contracts with project team	Project Director
2	1.2	Venue	A suitable location for the training is required and it should house the project management team. The location should also be central and easily accessible to participants.	
3	1.2.1	Select Venue	The procurement procedure of the sponsor must be followed and at least two quotations must be sourced. The more suitable, with adequate justification, must be leased and a contract signed.	Project Director
4	1.2.1.1	Sign Lease	Sign Lease with building owner	Project Director
5	1.2.1.1.1	Schedule Venue	The training rooms will be scheduled to host training. With two training rooms, participants will be separated equally and training will be scheduled simultaneously. Each class will seat 20 participants.	Technical Consultant
3	1.2.2	Supply equipment & furniture	All equipment and furniture will be purchased, following the procurement procedures of the sponsor.	Project Manager
2	1.3	Participants	Participants for the project will total 40.	
3	1.3.1	Collect applications	Town hall meetings will be scheduled to recruit and identify participants. A description of the project will be given and application forms populated and collected.	Recruitment Officer
4	1.3.1.1	Implement selection criteria	Participants who meet the criteria of age, being unemployed and having a sound business idea are selected.	Project Manager, Recruitment officer, Representatives from the micro-finance institution and the Government Business Advisory Agency
5	1.3.1.1.1	Enroll Participants	Participants are enrolled into the program and informed of the start date of training.	Recruitment Officer
2	1.4	Curriculum	An accredited 'turn-key' curriculum will be sourced and followed for the entrepreneurship education and life skills training	Technical Consultant, Project Manager
3	1.4.1	Identify Entrepreneurship Education Program	An accredited, 'turn-key' entrepreneurship education program, that meets the needs of the project, will be researched and identified.	Project Director, Technical Consultant
4	1.4.1.1	Select Entrepreneurship Education Program	An entrepreneurship program that meets the requirements of the project is selected.	Project Director, Technical Consultant
5	1.4.1.1.1	Schedule Entrepreneurship Education Program	The entrepreneurship program will be scheduled and implemented before the life skills training.	Project Manager
3	1.4.2	Identify Soft Skills Program	An accredited, 'turn-key' life skills training program, that meets the needs of the project, will be researched and identified.	Project Director, Technical Consultant
4	1.4.2.1	Select Soft Skills Program	A life skills training program that meets the requirements of the project will be selected.	Project Director, Technical Consultant
5	1.4.2.1.1	Schedule Soft Skills Program	The life skill training program will be scheduled following the implementation of the entrepreneurship education program	Project Manager
2	1.5	Supporting Components	The supporting components are these services that will support the youth in starting their businesses. It will include a youth-friendly micro-finance institution that will provide the youth with financing at a reduced interest rate. A government agency to provide business advisory services to further enhance the business plan development and the government business registry that will assist with the registration of the businesses. Youth will also be paired with industry relevant mentors to journey them through the development of their businesses.	
3	1.5.1	Identify Micro-Finance Institution	A youth-friendly micro-finance institution that meets the needs of the project will be researched and identified.	Project Director, Technical Consultant
4	1.5.1.1	Select Micro-Finance Institution	A micro-finance institution that meets the needs of the youth and the requirements of the project will be selected.	Project Director, Technical Consultant
5	1.5.1.1.1	Sign MOU with Micro-Finance Institution	An MOU with the micro-finance institution will be developed and input from both sides will be referenced. The MOU will then be signed.	Project Director
3	1.5.2	Identify Private Sector Mentors	Industry relevant mentors will be identified from the private sector to guide and support the youth during the development of their businesses. A total of 25 mentors will be recruited and assigned in 1 ratio to participants.	Recruitment Officer
4	1.5.2.1	Sign MOU with selected Mentors	MOUs will be signed with selected mentors who best match the various industries in which the newly created business belongs.	Project Director
5	1.5.2.1.1	Register Mentors	Mentors will be registered as approved mentors of the Youth Entrepreneurship Project	Recruitment Officer
3	1.5.3	Formalize Institutional Arrangement with Government Registry	Terms, input and conditions are formalized with the government Registry.	Project Director, Technical Consultant
4	1.5.3.1	Sign MOU with Government Registry	MOU signed with Government Registry	Project Director
3	1.5.4	Formalize Institutional Arrangement with Government Business Advisory agency	Terms, input and conditions are formalized with the government business advisory agency	Project Director, Technical Consultant
4	1.5.4.1	Sign MOU with Government Business Advisory agency	MOU signed with Government business advisory agency	Project Director
2	1.6	Facilitators	Facilitators are to be hired to instruct participants in the entrepreneurship education program and the life skills training. They should be experienced in implementing such training.	
3	1.6.1	Identify Soft Skills	Through advertising in the newspapers, most qualified and suitable life skills facilitators are to be	Project Director, Project Manager

		Facilitators	identified and short-listed.	
4	1.6.1.1	Select Soft Skills Facilitators	Following interviews, most suitable life skills facilitators are to be selected and hired.	Project Director, Project Manager
5	1.6.1.1.1	Sign Contract	Sign contract with life skills facilitators.	Project Director
3	1.6.2	Identify Entrepreneurship Education Facilitators	Through advertising in the newspapers, most qualified and suitable entrepreneurship education facilitators are to be identified and short-listed.	Project Director, Project Manager
4	1.6.2.1	Select Entrepreneurship Education Facilitators	Following interviews, most suitable entrepreneurship education facilitators are to be selected and hired.	Project Director, Project Manager
5	1.6.2.1.1	Sign Contract	Sign contract with entrepreneurship education facilitator	Project Director
2	1.7	Project Administration	All administrative and accounting processes that will assist with the implementation of project activities will be undertaken, including the preparation of an interim and final project reports.	Administrative Officer and Accountant
3	1.7.1	Prepare project forms	All documents and forms will be developed, to include evaluations.	Technical Consultant
2	1.8	Project Communications	All project promotion, advertising, preparation of promotional material to inform the public about the project	
3	1.8.1	Develop material	Develop promotional material, flyers, radio and newspaper advertisements to target project beneficiaries and inform the public about the project.	Communications Officer
4	1.8.1.1	Disseminate material	Distribute promotional material through appropriate media, press releases	Communications Officer
1	2	Training	The second phase of the project where the entrepreneurship education program and soft skills will be administered.	
2	2.1	Entrepreneurship Education Program	The first program will be the 10-module entrepreneurship education program, which will be implemented in 10 weeks, with one week per module. An output of this training will be the business plan, which will be used to source finance from the micro-finance institution.	
3	2.1.1	Administer Training	Entrepreneurship education program will be carried out using 'turn-key' material.	Entrepreneurship Education Facilitators
4	2.1.1.1	Meet criteria for graduation	Tally attendance sheets to ensure participants attend class and are eligible to graduate	Technical consultant, facilitators, project manager
2	2.2	Soft Skills Program	The second component of the training will take place directly after the entrepreneurship training and will also entail 10 modules with two days allotted per module.	
3	2.2.1.	Administer Training	The life skills training will be implemented in 4 weeks using 'turn-key' material.	Life skills Facilitators
4	2.2.1.1	Meet criteria for graduation	Tally attendance sheets to ensure participants attend class and are eligible to graduate	Technical consultant, facilitators, project manager
2	2.3	Mentorship Program	The mentorship program, is one of the supporting services offered by the project, to assist participants with the development of their businesses and provide guidance and advice during the process.	
3	2.3.1	Assign Mentor to Participant	Each participant will be assigned a mentor and paired according to the industry of the business they are creating.	Recruitment Officer
4	2.3.1.1	Mentor Participants	Provide advice and guide participants in their industry-relevant field	Mentors
2	2.4	Business Registration	Business registration will follow the life skills training and the registration fee will be covered by the project.	
3	2.4.1	Schedule Appointments for Business Registration	The business registration for all participants will take a week with 7 to 10 appointments made daily.	Recruitment Officer
4	2.4.1.1	Register Businesses	Business registration will take at least three days and participants will be provided with their business registration certificates	Government Registry
1	3	Post-training	The third and final phase of the project will entail all activities that will follow after the implementation of training.	
2	3.1	Evaluation	A program evaluation will be conducted to analyze the impact of the program and all its components.	
3	3.1.1	Design evaluations	The program, training facility, facilitators and supporting services will be assessed. to encompass the impact of the entire program.	Technical Consultant
3	3.1.2	Administer evaluations	The evaluations will be administered to all participants who complete the program.	Recruitment Officer
3	3.1.3	Summarize evaluations	The information will be summarized to understand the impact of the training.	Technical Consultant
2	3.2	Graduation	All participants who meet the criteria for graduation – completed 80% of training – will be eligible for graduation.	
3	3.2.1	Prepare certificates	Certificates will be prepared in the names of all participants who are eligible to graduate.	Technical Consultant
3	3.2.2	Plan Graduation Ceremony	The graduation ceremony will be planned to include family or guardians of the participants.	Project Manager
4	3.2.2.1	Conduct Graduation Ceremony	Graduation ceremony will take place in the training rooms.	Project Manager
5	3.2.2.1.1	Issue Certificates	Certificates will be scanned to show proof of graduation to sponsor and issued to participants during the ceremony.	Project Manager
2	3.3	Project Closure	The project will come to a close following graduation and all activities will be undertaken to tie up loose ends of the project.	
3	3.3.1	Gain formal acceptance	The project manager will gain formal acceptance from the sponsor for the remaining deliverables and ensure requirements are met	Project manager
3	3.3.2	Carry out close-out activities	Complete accounting and procurement closures. All files will be closed, packed and stored for the stipulated time, within the guidelines of the sponsor. All remaining deliverables for the period will be scanned and submitted electronically to the sponsor. Lease will be finalized, training centre evacuated and other resources will be released.	Project Manager, Project Accountant, Administrative Officer, Technical Consultant
3	3.3.3	Submit Final Reports	All reports will be submitted to the sponsor in compliance with the financial and administrative guidelines. Following which, approval from the sponsor will be required to close off the phase and the project. 'Lessons learned' will be updated and reported and the project manager will archive all project documents for timeframe stipulated by sponsor.	Project Manager, Technical Consultant, Project Director

4.2.5 VALIDATE SCOPE:

Validate scope is the “process of formalizing acceptance of the completed project deliverables” (*PMBOK® Guide*, Project Management Institute, 2013, p.133). This process is the formal acceptance by the sponsor and other stakeholders of the deliverables that have met their requirements.

Deliverables for the Youth Entrepreneurship Project will be formally accepted by the sponsor on completion, in the annexes of the status reports for that period. In the case of the project, the deliverables comprise of various forms of documentation and so they must go through a review by the project manager, then approved through internal succession by the director and then on to the sponsor. The project manager will ensure that the correct templates are used and that all administrative guidelines of the sponsor are followed. If no changes are required, the deliverable will be passed on to the sponsor by the director to peruse, formally accept and sign-off.

Chart 11 Deliverable Acceptance (Source: Anthia St. Aimee-George)

WBS CODE	DELIVERABLE	PLANNED DELIVERABLE DATE	ACTUAL DELIVERABLE DATE	VARIANCE

4.2.6 CONTROL SCOPE:

“Control scope is the process of monitoring the status of the project and product scope and managing changes to the scope baseline” (*PMBOK® Guide*, Project Management Institute, 2013, p.136).

In order to control project scope, continuous reference will be made to the WBS and its dictionary to ensure that only the work required is undertaken. With proper justification, scope changes for the project can be initiated by the sponsor, project director or any member of the project management team. A change control system will be developed whereby in the first instance, a change request is made and recorded, then assessed by the project director and manager. The assessment will examine the impact of the change on the project, its objectives and deliverables. Changes with a high impact must be presented to the sponsor. Approved changes will then be recorded, indicating date of approval and documenting the corrective action or changes to be made.

Chart 12 Change Management Template (Source: Anthia St. Aimee-George)

TITLE OF CHANGE	DATE SUBMITTED	JUSTIFICATION	CHANGE IMPACT	PERSON REQUESTING CHANGE	ACTION TAKEN	APPROVED BY	DATE APPROVED

4.3 Develop a time management plan to determine how time will be managed and ensure that the project is completed on time.

PMI PMBOK divides the knowledge area of Project Time Management into seven processes and is described as “the processes required to manage the timely completion of the project” (*PMBOK® Guide*, Project Management Institute, 2013, p.141). The time management processes within the planning process group include plan schedule management, define activities, sequence activities, estimate activity resources and durations and develop schedule. From the monitoring and control process group is the final process of control schedule. The following will address the development of a schedule management plan and will further examine the processes of project time management and how it will be integrated and undertaken for the Youth Entrepreneurship Project, using the approach in the schedule management plan.

4.3.1 PLAN SCHEDULE MANAGEMENT

The process is defined as “the process for establishing the policies, procedures and documentation for planning, developing, managing and controlling the project schedule” (*PMBOK® Guide*, Project Management Institute, 2013, p.141). The plan schedule management process will assist with management of project scheduling throughout the implementation of the Youth Entrepreneurship Project.

An output of the plan schedule management is the schedule management plan and it is described by the PMBOK as the plan that “establishes the criteria and the activities for developing, monitoring and controlling schedule” (*PMBOK® Guide*, Project Management Institute, 2013, p.148).

4.3.1.1 SCHEDULE MANAGEMENT PLAN

PURPOSE OF A SCHEDULE MANAGEMENT PLAN

The schedule management plan, is a subsidiary plan to the overall project management plan and it will show the approach that must be undertaken, in order to develop the schedule of the Youth Entrepreneurship Project, and particularly that of the training component. The schedule management plan will include the scheduling tools to be used, the units of measure, scheduling information and reporting format and the processes for identifying activities, for scheduling activities, estimating resources, estimating effort and duration and for updating, monitoring and controlling schedule.

Scheduling Tools: MS Excel and expert judgment will be used for scheduling the Youth Entrepreneurship Project.

Units of Measure: Hours will be the units of measure used.

Scheduling Information and Reporting Format: The schedule information required for the monthly status and final reports will include the project activities with an indication of the period or month in which it materialized. The following template will capture the requirement and will be updated monthly for the report.

Chart 13 Activity Schedule Update (Source: Anthia St. Aimee-George)

ACTIVITY	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6
Activity x						
Activity x						

The following will describe how the time management process will be managed and controlled:

Activity Identification: Activities will be identified from expert judgment and the decomposition of tasks undertaken in the work breakdown structure.

Activity Sequencing: The technique of discretionary dependency will be used to sequence the activities.

Estimating Resources: The type of resource and the quantity that is required to complete the activity will be provided from the pool of resources available to the project. The technique of expert judgment will be applied.

Estimating Effort and Duration: Analogous estimating and expert judgment will be used to estimate the effort and duration of the activities.

Develop Schedule: Activities will be scheduled in accordance to the order of months in which they should materialize. As the project management plan will be part of the dossier submitted to source funding, implementation dates have not been established. The information will be represented in MS Excel with the corresponding months for implementation of activities highlighted accordingly.

Control Schedule: With any changes made to schedule through the change control system, the schedule management plan will be updated accordingly to reflect these changes.

4.3.2 DEFINE ACTIVITIES

The define activities process is defined as “the process of identifying and documenting the specific actions to be performed to produce project deliverables” (*PMBOK® Guide*,

Project Management Institute, 2013, p.149). Full descriptions of the activities required to complete all tasks related to the project are identified and provided. This will not allow for ambiguity in meaning and understanding of what is required for each task and that in turn, the person responsible for the task clearly understands what is required. This process will be represented in column (C) of Chart 15 Time Management Matrix.

An output of the define activities process is a milestone list and it is described as “a significant point or event in a project” (*PMBOK® Guide*, Project Management Institute, 2013, p.153).

Chart 14 Milestone List (Source: Anthia St. Aimee-George)

MILESTONE	MILESTONE DESCRIPTION
Project Start	An event in the project that should be observed is the start of the Youth Entrepreneurship Project. It is at this point the first phase of the project, the pre-training phase, commences. All preparations for the training will be done at this stage.
Training Phase starts	This marks the end of the pre-training phase and the start of the training phase. At this point training will be conducted.
Training Ends	This marks the end of the training phase and the start of the post-training phase. Participants are equipped with the necessary skills and knowledge at this stage.
Post- training phase starts	This marks the start of the post training phase where participants graduate and procedures for project closure are undertaken.
Project ends	This marks the end of the project where businesses are registered, project activities are completed and a final report submitted.

4.3.3 SEQUENCE ACTIVITIES

This process is defined as “the process of identifying and documenting relationships among the project activities” (*PMBOK® Guide*, Project Management Institute, 2013, p.153). For the Youth Entrepreneurship Project the sequence of activities will be determined by the technique and discretionary dependencies.

Discretionary dependencies are described as dependencies that are “established based on knowledge of the best practices within a particular application area or some unusual aspect of the project where a specific sequence is desired, even though there may be other acceptable sequences” (*PMBOK® Guide*, Project Management Institute, 2013,

p.158). The dependencies for the Youth Entrepreneurship Project are represented in column (D) of Chart 15 Time Management Matrix.

4.3.4 ESTIMATE ACTIVITY RESOURCES

According to PMBOK, estimate activity resources is defined as “the process of estimating the type and quantities of material, human resources, equipment or supplies required to perform each activity” (*PMBOK® Guide*, Project Management Institute, 2013, p.160). For the Youth Entrepreneurship Project expert judgment was used to determine the basic resources required to complete the activities. The estimated resources are represented in column (F) of Chart 15 Time Management Matrix.

4.3.5 ESTIMATE ACTIVITY DURATIONS

This process is described as the “process of estimating the number of work periods needed to complete individual activities with estimated resources” (*PMBOK® Guide*, Project Management Institute, 2013, p.165). The activity duration for the Youth Entrepreneurship Project is based on expert judgment and is represented in column (E) of Chart 15 Time Management Matrix.

4.3.6 DEVELOP SCHEDULE

The develop schedule is described as “the process of analyzing activity sequences, durations, resources requirements and schedule constraints to create the project schedule module” (*PMBOK® Guide*, Project Management Institute, 2013, p.165). The schedule of activities for the Youth Entrepreneurship Project will be scheduled in accordance with the order of months in which they should materialize or be implemented. The schedule is represented in column (G) of Chart 15 Time Management Matrix.

4.3.7 CONTROL SCHEDULE

The control schedule process is described as “the process of monitoring the status of project activities to update project progress and manage changes to the schedule baseline to achieve the plan” (*PMBOK® Guide*, Project Management Institute, 2013, p.185). To control the schedule of the Youth Entrepreneurship Project and in order to complete the project as planned, adjustments could be made to advance certain components and additional resources could be added to complete tasks as planned. Accordingly, the schedule management plan will be adjusted to reflect these changes.

Chart 15 Time Management Matrix (Source: Anthia St. Aimee-George)

Please see Appendix 3

(A) ACTIVITY ID	(B) ACTIVITY NAME	(C) ACTIVITY DESCRIPTION	(D) DEPENDENCIES	(E) EFFORT HOURS BASED ON 8 HR DAYS	(F) RESOURCE	(G) MONTHS					
						1	2	3	4	5	6
1.1.1	Identify Project Team	A project manager, accountant, communications officer (s), recruitment and project officers and administrative assistant will be recruited through advertisements in the newspapers. Hiring will be undertaken one month before the start of the project. The Technical consultant will be hired to develop and design the project beforehand and assist the Director with recruiting project staff.		120	2 persons						
1.1.1.1	Short List Project Team	Mostly suitable applicants with experience in implementing a similar project will be considered and short listed.	1.1.1	8	2 persons						
1.1.1.1.1	Hire Project Team	Most suitable applicants will be selected and hired to make up project team.	1.1.1, 1.1.1.1	40	1 person						
1.1.1.1.1.1	Issue contracts	Contracts issued to project team to finalize process.	1.1.1, 1.1.1.1, 1.1.1.1.1	40	1 person						
1.2.1	Select Venue	The procurement procedure of the sponsor must be followed and at least two quotations must be sourced. Given justification, the more suitable, must be leased and a contract signed. The venue will be secured before the start of the project, in order to house staff.	1.1.1.1.1	80	2 persons						
1.2.1.1	Sign Lease	Sign Lease with building owner	1.2.1	8	1 person						
1.2.1.1.1	Schedule Venue	The training rooms will be scheduled to host training. With two training rooms, participants will be separated equally and training will be scheduled simultaneously. Therefore, each class will seat 20 participants.	1.1.1.1.1 1.2.1, 1.2.1.1	24	1 person						
1.2.2	Supply equipment & furniture	All equipment and furniture will be purchased, following the use of the procurement procedures of the sponsor.	1.1.1.1.1 1.2.1, 1.2.1.1, 1.2.1.1.1	40	1 person						
1.3.1	Collect application	Town hall meetings will be scheduled to recruit and identify participants. A description of the project will be given and application forms populated and collected.	1.1.1.1.1	8	1 person						
1.3.1.1	Implement selection criteria	Participants who meet the criteria of age, being unemployed and having a sound business idea are selected. A committee comprising of the following will be established: project manager, recruitment officer, representatives from the micro-finance institution and the Government Business Advisory Agency	1.1.1.1.1 1.3.1	24	4 persons						
1.3.1.1.1	Enroll Participants	Participants are enrolled into the program and informed of the start date of training.	1.1.1.1.1 1.3.1, 1.3.1.1,	16	1 person						
1.4.1	Identify Entrepreneurship Education Program	An accredited, 'turn-key' entrepreneurship education program that meets the needs of the project will be researched and identified.	1.1.1.1.1	120	2 persons						
1.4.1.1	Select Entrepreneurship Education Program	An entrepreneurship program that meets the requirements of the project is selected.	1.1.1.1.1 1.4.1	40	2 persons						
1.4.1.1.1	Schedule Entrepreneurship Education Program	The 10-week entrepreneurship program will be scheduled and implemented before the life skills training.	1.1.1.1.1 1.4.1, 1.4.1.1	24	2 persons						
1.4.2	Identify Soft Skills Program	An accredited, 'turn-key' life skills training program that meets the needs of the project will be researched and identified.	1.1.1.1.1	120	2 persons						
1.4.2.1	Select Soft Skills Program	A life skills training program that meets the requirements of the project will be selected.	1.1.1.1.1 1.4.2	40	1 person						
1.4.2.1.1	Schedule Soft Skills Program	The life skill training program will be scheduled following the implementation of the entrepreneurship education program.	1.1.1.1.1 1.4.2, 1.4.2.1	24	1 person						
1.5.1	Identify Micro-Finance Institution	A youth-friendly micro-finance institution that meets the needs of the project will be researched and identified.	1.1.1.1.1	120	2persons						
1.5.1.1	Select Micro-Finance Institution	A micro-finance institution that meets the needs of the youth and the requirements of the project will be selected.	1.1.1.1.1 1.5.1	40	2persons						
1.5.1.1.1	Sign MOU with Micro-Finance Institution	An MOU with the micro-finance institution will be developed and input from both sides will be referenced. The MOU will then be signed.	1.5.1.1	8	1person						
1.5.2	Identify Private Sector Mentors	Industry relevant mentors will be identified from the private sector to guide and support the youth during the development of their businesses	1.1.1.1.1	160	1person						
1.5.2.1	Sign MOU with selected Mentors	MOUs will be signed with selected mentors who best match the various industries in which the newly created business will fall.	1.5.2	8	1person						
1.5.2.1.1	Register Mentors	Mentors will be registered as approved mentors of the Youth Entrepreneurship Project.	1.1.1.1.1 1.5.2, 1.5.2.1	40	1 person						
1.5.3	Formalize Institutional Arrangement with Government Registry	Terms, input and conditions are formalized with the government business registration and advisory agencies.	1.1.1.1.1	80	2 persons						
1.5.3.1	Sign MOU with Government Registry	MOUs signed between project and government agencies	1.5.3	8	1 person						
1.5.4	Formalize Institutional Arrangement with Government Business Advisory Agencies	Terms, input and conditions are formalized with the government business advisory agency	1.1.1.1.1	80	2 persons						
1.5.4.1	Sign MOU with Government Business Advisory Agencies	MOU signed with Government business advisory agency	1.5.4	8	1 person						
1.6.1	Identify Soft Skills Facilitators	Through advertising in the newspapers, most qualified and suitable life skills facilitators are to be identified and short-listed.	1.1.1.1.1	80	2 persons						
1.6.1.1	Select Soft Skills Facilitators	Following interviews, most suitable life skills facilitators are to be selected and hired.	1.1.1.1.1 1.6.1	16	2 persons						
1.6.1.1.1	Sign Contract	Sign contract with life skills facilitator.	1.6.1, 1.6.1.1,	8	1 person						
1.6.2	Identify Entrepreneurship Education Facilitators	Through advertising in the newspapers, most qualified and suitable entrepreneurship education facilitators are to be identified and short-listed.	1.1.1.1.1	80	2 persons						

1.6.2.1	Select Entrepreneurship Education Facilitators	Following interviews, most suitable entrepreneurship education facilitators are to be selected and hired.	1.1.1.1.1 1.6.2	16	2 persons								
1.6.2.1.1	Sign Contract	Sign contract with entrepreneurship education facilitator.	1.6.2, 1.6.2.1	8	1 person								
1.7.1	Prepare project forms	All documents and forms will be developed, to include evaluations.	1.1.1.1.1	160	1 person								
1.8.1	Develop Material	Develop promotional material, flyers, radio and newspaper advertisements to target project beneficiaries and inform the public about the project.	1.1.1.1.1	80	1 person								
1.8.1.1	Disseminate Material	Distribute promotional material through appropriate media, press releases etc.	1.1.1.1.1 1.8.1	40	1 person								
2.1.1	Administer Training	Entrepreneurship education program will be administered using 'turn-key' material and implemented by facilitators. 6 hour days*, 5 days a week for 10 weeks. 1 module per week.	1.2.2 1.2.1.1 1.3.1.1.1 1.4.1.1.1 1.6.2.1.1	300 *	2 persons								
2.1.1.1	Meet criteria for graduation	Tally attendance sheets to ensure participants attend class and are eligible to graduate.	1.3.1.1.1	40	2 persons								
2.2.1.	Administer Training	The life skills training will be implemented in 4 weeks using 'turn-key' material. 6 hour days*, 5 days a week for 4 weeks. 1 topic a day, to cover 20 soft skills topics	1.2.2 1.2.1.1 1.3.1.1 .1 1.4.2.1.1 1.6.1.1.1	120*	2 persons								
2.2.1.1	Meet criteria for graduation	Tally attendance sheets to ensure participants attend class and are eligible to graduate	1.3.1.1.1	40	2 persons								
2.3.1	Assign Mentor to Participant	Each participant will be assigned a mentor and paired according to the industry of the business they are creating.	1.1.1.1.1 1.5.2.1.1	40	1 person								
2.3.1.1	Mentor Participants	Provide advice and guide participants in their industry-relevant field. Mentors will be assigned from the second month of training and will work with the participant for four months. The mentors will volunteer hours for four months.	1.1.1.1.1 1.5.2.1.1 2.3.1	480	25 persons								
2.4.1	Schedule Appointments for Business Registration	The business registration for all participants will take a week with 7 to 10 appointments made daily.	1.1.1.1.1 1.3.1.1.1 1.5.4.1	40	2 persons								
2.4.1.1	Register Businesses	Business registration will take at least three days and participants will be provided with their business registration certificates.	1.3.1.1.1 2.1.1.1 2.2.1.1. 2.4.1	40	2 persons								
3.1.1	Design evaluations	The program, training facility, facilitators and supporting services will be assessed to clearly understand the impact of the entire program.		120	1 person								
3.1.2	Administer evaluations	The evaluations will be administered to all participants who complete the program.	3.1.1	2	2 persons								
3.1.3	Summarize evaluations	The information will be summarized to understand the impact of the training.	3.1.1 3.1.2	40	1 person								
3.2.1	Prepare certificates	Certificates will be prepared in the names of all participants who are eligible to graduate.	2.1.1.1 2.2.1.1	40	2 persons								
3.2.2	Plan Graduation Ceremony	The graduation ceremony will be planned to include family or guardians of the participants.	2.1.1.1 2.2.1.1 3.2.1	80	2 persons								
3.2.2.1	Conduct Graduation Ceremony	Graduation ceremony will take place in the training rooms.	2.1.1.1 2.2.1.1 3.2.1 3.2.2	2									
3.2.2.1.1	Issue Certificates	Certificates will be scanned to show proof of graduation to sponsor and issued to participants during the ceremony.	2.1.1.1 2.2.1.1 3.2.1 3.2.2 3.2.2.1	2	1 person								
3.3.1	Gain formal acceptance	The project manager will gain formal acceptance from the sponsor for the remaining deliverables and ensure requirements are met.	3.2.2.1.1	120	1 person								
3.3.2	Carry out close-out activities	All files will be closed, packed and stored for the stipulated time in the guidelines of the sponsor. All remaining deliverables for the period will be scanned and submitted electronically to the sponsor. Lease will be finalized and training centre evacuated.	3.3.1	120	4 persons								
3.3.3	Submit Final Reports	All reports will be submitted to the sponsor and in compliance with the financial and administrative guidelines. Following which, approval from the sponsor will be required to close off the phase and the project. The project manager will archive all project documents for the timeframe stipulated by sponsor.	3.3.1 3.3.2	120	3 persons								

4.4 Develop a cost management plan to determine how costs will be planned and managed to ensure that the project is completed within the approved budget.

PMI PMBOK divides the knowledge area of Project Cost Management into four processes and is described as “the processes involved in planning, estimating, budgeting, financing, funding , managing and controlling costs so that the project can be completed within the approved budget” (*PMBOK® Guide*, Project Management Institute, 2013, p.193). The cost management processes within the planning process group include plan cost management, estimate costs and determine budget. From the monitoring and control process group is the final process of control costs. The following will address the development of a cost management plan and will further examine the processes of project cost management and how it will be integrated and undertaken for the Youth Entrepreneurship Project, using the approach in the cost management plan.

4.4.1 PLAN COST MANAGEMENT

The plan cost management process is described as “the process that establishes the policies, procedures and documentation for planning, managing, expending and controlling project costs” (*PMBOK® Guide*, Project Management Institute, 2013, p.195). This process will provide direction and guide the project management team on the proper management of project costs throughout the life of the project.

The budget development for the Youth Entrepreneurship Project is an important process, as it must include all required costs in order to adequately source project funding from an international funding agency.

An output of the plan cost management is the cost management plan and it is defined as “the plan that describes how the project costs will be planned, structured and controlled” (*PMBOK® Guide*, Project Management Institute, 2013, p.198).

4.4.1.1 COST MANAGEMENT PLAN

The cost management plan is a subsidiary plan to the overall project management plan and it will include elements of the unit of measurement, variance thresholds, reporting formats and the process for estimating costs, as well as the process for monitoring and controlling costs for the Youth Entrepreneurship Project.

Unit of Measurement: Cost estimates will be in Eastern Caribbean Dollars, represented by the three-character currency code, XCD.

Variance Thresholds: All budget line variances above 10% will require proper explanation and written approval from the sponsor. Only costs in the approved budget will be allowed under the Youth Entrepreneurship Project. All costs included in the

budget are necessary to carry out activities and only activities of the Youth Entrepreneurship Project.

Reporting Frequency and Formats: An expenditure report must be submitted monthly with status reports and with a description of the expenditure incurred, to include type of expense, amount and date incurred. The expenditure report should also be in accordance with any other financial requirements of the international funding agency. Reports will be generated and submitted from the approved accounting software. In addition, the MS Excel templates to be used for monthly expenditure are as follows:

Chart 16 Monthly Expenditure (Source: Anthia St. Aimee-George)

Budget Line Items	Unit/Base	Rate EC\$ /%	Current Expenditure	Expenditure To Date	Total Contract Amount	Contract Remaining ECD

Chart 17 Monthly Expenditure Summary (Source: Anthia St. Aimee-George)

MONTHLY EXPENDITURE									
Budget Line Items	Total Budget	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	Cumulative	Avail. Funds

Process for Estimating Costs: Analogous estimating and expert judgment will be used to estimate costs and develop the budget for the Youth Entrepreneurship Project.

Process for Monitoring and Controlling Costs: The budget will be monitored and updated monthly with approval required for budget line variances above 10%. A budget summary will be kept for continuous monitoring of the budget. The spreadsheet with monthly expenditure per budget item will be (linked) to the summary page spreadsheet in MS Excel and automatically updated as information is added.

Chart 18 Expenditure Summary Monitor (Source: Anthia St. Aimee-George)

Budget Item	Original contract Value Amount	Amount Spent to Date	Amount Remaining	Total Contract Spent %

4.4.2 ESTIMATE COSTS

The estimate costs process is defined as “the process of developing an approximation of the monetary resources needed to complete project activities” (*PMBOK® Guide*, Project Management Institute, 2013, p.200). This process will therefore include all associated costs that will be required to complete the project. With the use of the analogous cost, technique project costs will be estimated. Therefore, the cost data from a similar project will be used to estimate the costs of the Youth Entrepreneurship Project.

Chart 19 Analogous Cost Estimating for Youth Entrepreneurship Project (Source: Anthia St. Aimee-George)

Previous Budget Lines	Previous Price	Current Budget Lines	Cost Estimate
I. Project Director Technical Consultant Project Manager Project Accountant Recruitment Officer Communications Officer Project Administrative Officer Facilitator 1 Facilitator 2	XCD 1,000 - XCD 4,500 XCD 1,500 XCD 4,000 - - XCD 3,900 -	I. Project Director Technical Consultant Project Manager Project Accountant Recruitment Officer Communications Officer Project Administrative Officer Facilitator 1 Facilitator 2	XCD 1,000 XCD 5,000 XCD 4,500 XCD 1,500 XCD 4,000 XCD 4,000 XCD 3,900 XCD 4,000 XCD 4,000
II. Expendable supplies Utilities (phone, hydro & electricity) Brochures, Flyers and Promotional Activity Printer/Copier Office Space Rental Advertisement of Positions Advertisement of the Program Computers Entrepreneurship and Life Skills Material	XCD 3,500 XCD 3,000 XCD 1,000 - XCD 3,000 XCD 700 XCD 600 XCD 4,500 -	II. Expendable supplies Utilities (phone, hydro & electricity) Brochures, Flyers and Promotional Activity Printer/Copier Office Space Rental Advertisement of Positions Advertisement of the Program Computers Entrepreneurship and Life Skills Material	XCD 2,333 XCD 2,000 XCD 667 XCD 6,500 XCD 2,000 XCD 467 XCD 400 XCD 3,000 XCD 250

Although the salaries remained the same, analogous estimation was used for section II with a multiplier of .67 using 6 months for the current project and 9 for the previous.

4.4.3 DETERMINE BUDGET

The determine budget process is defined as “the process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline” (*PMBOK® Guide*, Project Management Institute, 2013, p.208). The total cost of the Youth Entrepreneurship Project will be calculated during this process, in order to develop a budget, which will give an indication of the amount of money required from the international funding agency, to implement the six-month project. The budget for the 6 month Youth Entrepreneurship Project is XCD\$268,596.00.

Chart 20 Budget of Youth Entrepreneurship Project (Source: Anthia St. Aimee-George)

Original & Current Budget Lines	Units	Current Price per unit	Total	Explanatory Notes
I. Project Director Technical Consultant Project Manager Project Accountant Recruitment Officer Communications Officer Project Administrative Officer Facilitator 1 (2) Facilitator 2 (2)	7 7 6 6 6 3 6 2.5 1	XCD 1,000 XCD 5,000 XCD 4,500 XCD 1,500 XCD 4,000 XCD 4,000 XCD 3,900 XCD 8,000 XCD 8,000	XCD 7,000 XCD 35,000 XCD 27,000 XCD 9,000 XCD 24,000 XCD 12,000 XCD 23,400 XCD 20,000 XCD 8,000	Based on a 4 hour day, Monday to Friday for 7 months Based on an 8 hour day, Monday to Friday for 7 months Based on a 4 hour day, Monday to Friday for 6 months Based on a 4 hour day, Monday to Friday for 6 months Based on an 8 hour day, Monday to Friday for 6 months Based on an 8 hour day, Monday to Friday for 3 months Based on an 8 hour day, Monday to Friday for 6 months 2 Entrepreneurship Facilitators Employment period of 10 weeks at 4000 each 2 life skills facilitators Employment period of 4 weeks, 4000 each
			XCD 165,400	
II. Expendable supplies Utilities (phone, hydro & electricity) Brochures, Flyers and Promotional Activity Printer/Copier Office Space Rental Advertisement of Positions Advertisement of the Program Computers Entrepreneurship and Life Skills Material	6 6 1 1 6 4 4 5 40	XCD 2,333 XCD 2,000 XCD 667 XCD 6,500 XCD 2,000 XCD 467 XCD 400 XCD 3,000 XCD 250	XCD 13,998 XCD 12,000 XCD 667 XCD 6,500 XCD 12,000 XCD 1,868 XCD 1,600 XCD 15,000 XCD 10,000	Office supplies necessary for office functioning Regular monthly landline, hydro and power usage Design, develop and print promotional material For printing of project documents, certificates For training centre inclusive of office spaces, 2 washrooms, 2 training rooms Published in two consecutive weekend papers Publish once a week for 2 months For use by project staff 35 turn-key books and 5 extras for facilitators etc. Entrepreneurship - 40*150 Life Skills - 40*100
			XCD 73,633	
III. Registration of businesses	35	XCD 147	XCD 5,145	Project will pay business registration fee for 35 participants
VI.			XCD 244,178	
V. Contingency	10%		XCD 24,418	Based on all costs and to cover unforeseen costs that may be incurred during the project
VII.			XCD 268,596	
II.			\$99,917	

4.4.4 CONTROL COSTS

The final process, control costs, is defined as “the process of monitoring the status of the project to update the project costs and managing changes to the cost baseline” (*PMBOK® Guide*, Project Management Institute, 2013, p.215). A budget monitor will be developed to continuously monitor project expenditure.

4.5 Develop a quality management plan to fulfill the project requirements and ensure that the project management and organizational policies, standards and processes are followed and met.

PMI PMBOK divides the knowledge area of Project Quality Management into three processes and is described as “the processes and activities of the performing organization that determine quality policies, objectives and responsibilities so that the project will satisfy the needs for which it was undertaken” (*PMBOK® Guide*, Project Management Institute, 2013, p.227). The processes include plan quality management of the planning process group, perform quality assurance of the executing process group and control quality of the monitoring and controlling process group. The following will address the development of a quality management plan and will further examine the processes of project quality management and how it will be integrated and undertaken for the Youth Entrepreneurship Project, using the approach in the quality management plan.

4.5.1 PLAN QUALITY MANAGEMENT

Plan quality management according to PMBOK is “the process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements and/or standards” (*PMBOK® Guide*, Project Management Institute, 2013, p.227). Here the standards and requirements pertaining to the quality of the Youth Entrepreneurship Project, as well as its project management processes are addressed. This process will also ensure that quality is planned in or built into the project.

An output of the plan quality management process is a quality management plan. It is described as a plan that “describes how the organization’s policies will be implemented” (*PMBOK® Guide*, Project Management Institute, 2013, p.241).

4.5.1.1 QUALITY MANAGEMENT PLAN

PURPOSE OF THE QUALITY MANAGEMENT PLAN

The Quality Management Plan is a subsidiary plan to the overall project management plan. It documents all elements of project quality to include the various policies, processes and criteria associated with the planning, implementing and delivering training throughout the project. Quality will be important throughout all phases of the Youth Entrepreneurship Project to ensure proper planning, implementing, delivery of training and meeting the high expectations of all stakeholders. It will be specifically important for the training component of the project, where firstly, the selected curricula must be accredited, the delivery of training must be facilitated by qualified personnel, and the supporting services must be of the highest standards.

The Quality Management Plan is intended to guide the sponsor, director and project team, which will use the plan for effective quality planning and implementation of the project. The plan will identify the various quality standards, criteria and requirements of the project and how they will be fulfilled.

IDENTIFY QUALITY STANDARDS, CRITERIA AND REQUIREMENTS

The following quality standards, criteria and requirements are relevant to project implementation:

- Facilitators must be competent in their knowledge and delivery of the entrepreneurship education program and soft skills training curricula. Required competencies and qualifications will be outlined in the advertised job vacancy and fulfilled through a proper recruitment process.
- Project documents and deliverables must be submitted in a timely manner and in compliance with the administrative and financial guidelines of the project sponsor. For reporting purposes templates will be provided and a schedule for reporting will be provided.
- Entrepreneurship education program and soft skills training must be accredited curricula and presented as turn-key or a complete product. The program and training will be presented in complete text books and must be material that is tested and proven to provide the youth with the necessary knowledge and skills to successfully start a business.
- For the implementation of supporting services, adequate institutional support is required, and a work plan agenda must be submitted and approved by the sponsor prior to the commencement of activities. Work plan agendas are to include a timely implementation process, a relevant purpose, objective(s) and the tools and materials that will be used to implement the session. The agendas will assist in effective planning and preparation and are required for all supporting presentations, to be made by the government business development agency and the micro finance institution. The sessions will be monitored by the project manager to ensure that the approved agenda is followed.
- As the nature of the project requires deliverables in the form of documentation, the sponsor's administrative and documentation requirements must be followed using appropriate templates and the required documentation standards.
- Safety procedures and standards will exist at the training centre and participants will be encouraged to approach the facilitators, project manager and officer for issues or concerns about their safety on the training compound, among their fellow participants and to report any incidents where they feel that someone else is in danger.
- The project evaluation will be conducted at the end of each component to assess the quality of the materials and the quality of the delivery of work undertaken as it relates to the facilitators, training rooms and curricula. The evaluations will inform of areas requiring adjustments or changes. In addition to providing other important information, the evaluations will be used as quality improvement

initiatives, where the information revealed will be used to inform lessons learned for submission in the final report.

- The selection criteria must be adhered to for accepting youth into the program and will include a specified age range, being unemployed and knowledge of a sound business idea.
- A dropout rate of 10% or approximately four participants are expected to drop out of the project. Therefore, it is expected that approximately 35 participant will complete the program and register their businesses.
- There must be a sufficient supply of mentors to be paired with participants in order to adequately guide and advise them.

Chart 21 Quality Matrix (Source: Anthia St. Aimee-George)

DELIVERABLES	ACCEPTANCE CRITERIA	ASSURANCE & QUALITY CONTROL	FREQUENCY	PERSON(S) RESPONSIBLE
Staff contracts	For Accountant and Project Manager, CVs and justification must be submitted to Sponsor for approval.	CV and justification submitted before the interview and before an offer is made.	Once	Project Director
Signed lease with Training centre	Procurement procedures of the sponsor must be adopted. Training centre should accommodate offices and two training rooms, with necessary amenities for staff and participants.	Both parties should agree on the terms and conditions in the lease and upon agreement, the lease must be signed and initialed by both parties.	Once	Project Director
Turn-key Training manuals for the Entrepreneurship Education Program and Soft skills Training	Accredited curricula for Entrepreneurship education program and soft skills training	Ministry of Education will advise on material chosen.	Once	Technical consultant and project manager
Signed MOUs with strategic partners Mentors (25 mentors recruited) Government Business Advisory Agency Government Business Registry Micro-finance Institution	All MOUs must be shared with both parties for input before signing- signed and initialed by both parties	Templates are followed and both parties agree to terms and conditions	Once	Project Director
35 approved business plans	Each participant must complete all components of the business plan template approved by the micro-finance institution and the Government Business Advisory Agency. Approval of completed business plans	Plans are verified by Government Advisory Agency, mentor, education facilitator and micro-finance institution.	Once	Technical consultant
35 youth owned micro-businesses registered (Copy of Registration Certificate)	The project will pay the registration fee for young entrepreneurs.	All approved plans will be provided with the business registration fee	Once	Technical consultant and accountant
35 participants graduated (certificates issued)	Participants must complete 80% of course in order to be eligible to graduate.	Verify attendance sheet to ensure eligibility	Once	Project manager
Final Report	Must be in accordance with template provided by sponsor	Approval by director needed before passed on to the Sponsor	Once	Project manager

4.5.2 PERFORM QUALITY ASSURANCE

This process is defined by PMBOK as “the process of auditing quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used” (*PMBOK® Guide*, Project Management Institute, 2013, p.242).

In the case of the Youth Entrepreneurship Project the PMI project management framework will be applied to define the various project processes that will be followed to execute the project. By following the PMI framework, it will be certain that the processes are in line with proper project management standards. Throughout the implementation of the project, the project manager will investigate or audit the project management processes to ensure compliance and consistently monitor administrative procedures to ensure compliance with the sponsor’s guidelines.

The sponsor will conduct an accounting audit once during the six-month project to ensure that all financial guidelines are followed and that by the end of the project, all accounting processes will meet the specified requirements.

All project deliverables will be inspected and subject to a quality review ensuring that the quality documentation standards are effective and also followed.

4.5.3 CONTROL QUALITY

The control quality process is defined as “the process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes” (*PMBOK® Guide*, Project Management Institute, 2013, p.248).

In the control quality process, the application of any change requests must be in keeping with the process outlined for the project and the use of proper documentation. The criteria for the selection of participants must be established, adhered to and properly documented. The application form will include questions on age, employment status and an assessment of soundness of a business idea will be undertaken. This will ensure that the right target group is selected and the objectives of the project are fulfilled.

4.6 Develop a human resource plan to guide how human resources will be determined, acquired, managed and developed.

PMI PMBOK divides the knowledge area of Project Human Resource Management into four processes and is described as “the processes that organize, manage and lead the project team” (*PMBOK® Guide*, Project Management Institute, 2013, p.255). The processes include planned human resource management of the planning process group and acquire, develop and manage project team of the executing process. The following will address the development of a human resource management plan and will further examine the processes of project human resource management and how it will be integrated and undertaken for the Youth Entrepreneurship Project.

4.6.1 PLAN HUMAN RESOURCE MANAGEMENT

PMBOK describes the plan human resource management process as the “process of identifying and documenting project roles, responsibilities, required skills, reporting relationships and creating a staffing management plan” (*PMBOK® Guide*, Project Management Institute, 2013, p.258). At this point, the manpower required to undergo project activities for the Youth Entrepreneurship Project is assessed and the project roles, responsibilities, skills and other human resource requirements will be established. It is through this process that roles and responsibilities are assigned, which will allow the project team to know what tasks are assigned to them and what they are responsible for.

An output of the plan human resource management process is the project human resource management plan. It is described as a plan that “provides guidance on how project human resources should be defined, staffed, managed and eventually released” (*PMBOK® Guide*, Project Management Institute, 2013, p.264).

4.6.1.1 HUMAN RESOURCE MANAGEMENT PLAN

The Human Resource Management Plan is a subsidiary plan to the overall project management plan. It is presented below indicating the roles and responsibilities, competencies, organizational structure and the time allocations of the human resources on the Youth Entrepreneurship Project. The plan will ensure that a competent staff complement is achieved, which will ensure the successful implementation of project activities and meet project objectives.

Chart 22 Project Human Resources (Source: Anthia St. Aimee-George)

TITLE	ROLES & RESPONSIBILITIES	COMPETENCIES	Time Allotment	Authority
Project Director	Oversees the overall implementation of project activities for successful completion of project. The Project Director will authorize and approve all project expenditures, deliverables for onward submission to sponsor for final approval, changes.	Experience working with a youth serving institution, experience in the delivery of training and project management	50%	High
Technical Consultant	Design and develop a youth entrepreneurship project and assist with implementation.	Experience designing and developing a similar project, project management experience	100%	High
Project Manager	Manage project activities and ensure project objectives and deliverables are met.	Experience implementing a similar project with project management qualifications	100%	High
Project Accountant	Responsible for ensuring that all financial aspects of the project are met including the adhering to the financial guidelines of the sponsor, timesheets and payroll, payables, preparation of financial reports	Knowledge of accounting and accounting systems, experience in budget analysis and reporting	30%	Moderate
Recruitment Officer	Responsible for identifying and assisting with the selection of participants who meet the project's criteria and identifying industry-relevant mentors to provide support to the youth, as well as administer the evaluations at the end of each component of the program.	Previous experience in identifying individuals based on specific criteria and conducting interviews	50%	Moderate
Communications Officer	Responsible for informing the public and other stakeholders about the project and working with the media to promote the project.	Previous experience in public relations, outreach activities and media exposure	100%	Moderate
Project Administrative Officer	Providing administrative support to project and team members to include collecting application forms, answering office phones, preparing project correspondence	Previous experience in providing administrative support	100%	Low

The organisation chart for the Youth Entrepreneurship Project is determined in this process and presented below. It will show all the Youth Entrepreneurship Project team members as well as the reporting relationships of the team.

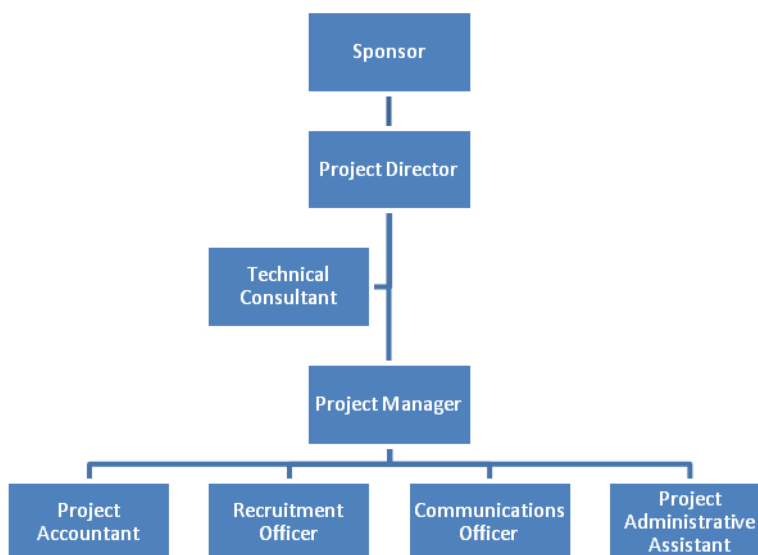


Figure 4 Youth Entrepreneurship Project Organizational Structure
(Source: Anthia St. Aimee-George)

4.6.2 ACQUIRE PROJECT TEAM

The second process of the knowledge area project human resource management is to acquire the project team. It is the process of “confirming human resource availability and obtaining the team necessary to complete project activities” (*PMBOK® Guide*, Project Management Institute, 2013, p.267).

The Youth Entrepreneurship Project team will comprise new hires, who will be contracted for the period of the life of the project and so will consist of only external resources. A work week under the project will include five days (Monday – Friday), with the hours of operation from 8:30 a.m. to 4:30 p.m. The majority of staff will be employed for the term of the project, which is six months to include project close off, with the exception of the director, accountant and recruitment officer.

The project team will be located and function at the training centre, where offices will be assigned. The training centre will be provided with all resources that they will require to effectively implement and complete the project. Approval is required from the sponsor for the hiring of the project manager and accountant. It is important to acquire a team who has the relevant experience in a similar project so that the project is completed effectively, on time and within budget and scope.

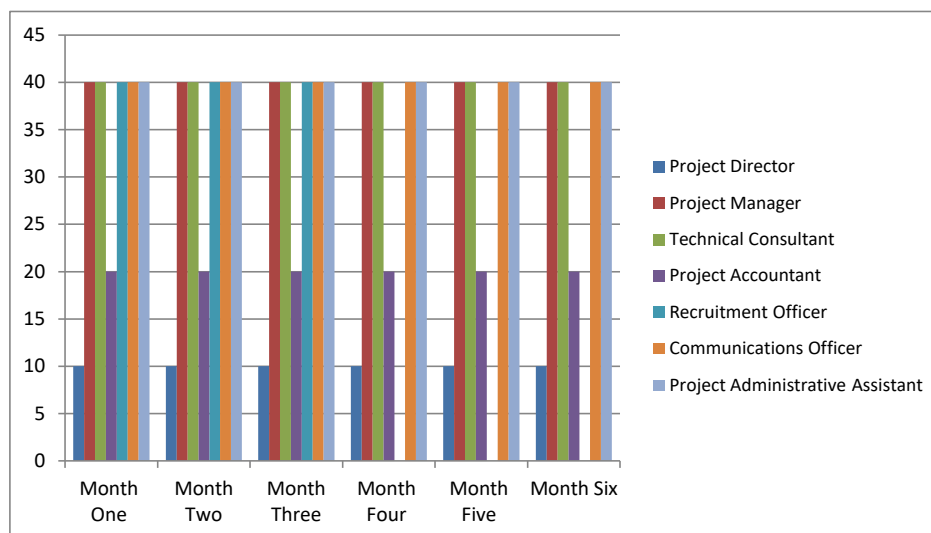


Figure 5 Youth Entrepreneurship Project Resource Histogram
(Source: Anthia St. Aimee-George)

All project personnel, except the project director, accountant and recruitment officer are required for full time commitment into the project to ensure that it is effectively and efficiently managed and that the project is completed on time and within budget. The project director will provide ten (10) hours per week dedicated to project. The accountant will provide twenty (20) hours per week and the recruitment officer will be contracted for only three out of the six-months.

4.6.3 DEVELOP PROJECT TEAM

Develop project team is the third process of the knowledge area project human resource management and it is described as the “process of improving competencies, team member interaction and overall team environment to enhance project performance” (*PMBOK® Guide*, Project Management Institute, 2013, p.273).

Because of the finite nature of the Youth Entrepreneurship Project the project team will be hired for six-months to implement the project. The project manager will ensure that the project team works cohesively and lead, manage and mentor them through the process. In the initial stages, training will be required for all team members to get a proper understanding of the project, receive project documents, templates, to understand all aspects of the project including the financial and administrative

guidelines of the sponsor, understand what is required from them, discuss schedules and expectations.

It is important for the development of a team-structured environment, where team-work among members is encouraged. Ground rules to manage team members' behavior will be established by the team, as their involvement would ensure commitment and buy-in to the rules.

Because of the short timeframe of the project, simple team building activities will be encouraged and will include activities as simple as birthday celebrations to more detailed activities as planning the graduation ceremony as a team. The project team will also work together developing and further progressively elaborate on certain aspects of the project.

4.6.4 MANAGE PROJECT TEAM

This process is described as the “process of tracking team member performance, providing feedback, resolving issues and managing team changes to optimize project performance” (*PMBOK® Guide*, Project Management Institute, 2013, p.279).

It is important that throughout the life of the project, that the project team must be managed and guided. For the Youth Entrepreneurship Project, the project director is authorized to deal with all conflicts when issues arise and conduct team appraisal as it relates to performance.

4.7 Develop a communications management plan to determine proper communication and management of project information to project team members and relevant stakeholders.

PMI PMBOK divides the knowledge area of Project Communications Management into three processes and is described as “the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring and the ultimate disposition of project information” (*PMBOK® Guide*, Project Management Institute, 2013, p.287). The processes include plan communications management of the planning process group, manage communications of the executing process group and control communications of the monitoring and controlling process group. The following will address the development of a communications management plan and will further examine the processes of project communications management and how it will be integrated and undertaken for the Youth Entrepreneurship Project, using the approach in the communications management plan.

4.7.1 PLAN COMMUNICATIONS MANAGEMENT

Plan communications management is described as the “process of developing an appropriate approach and plan for project communications based on stakeholder’s information needs and requirements, and available organizational assets” (*PMBOK® Guide*, Project Management Institute, 2013, p.289). Thus, the information and communication requirements of stakeholders for the Youth Entrepreneurship Project will be examined and identified in this process. The communications framework of the project and its approach will be developed during this process.

An output of the plan communications management process is the communications management plan. It “describes how project communications will be planned, structured, monitored and controlled” (*PMBOK® Guide*, Project Management Institute, 2013, p.296).

4.7.1.1 COMMUNICATIONS MANAGEMENT PLAN

The Communications Management Plan is a subsidiary plan to the overall project management plan and it will ensure that the project has adopted proper and effective communication throughout the life of the Youth Entrepreneurship Project. In addition to being a guide to communications on the project, it will also examine how communication will be disseminated throughout the project.

The plan will document the communications approach to stakeholder and will include the stakeholder communications requirements and its description, the frequency in reporting, the audience or stakeholder who will receive the information, the format in which the information will be disseminated and the receiver of the information.

Chart 23 Communications Requirements Matrix (Source: Anthia St. Aimee-George)

Information to be communicated	Description of information	Frequency of Distribution	Person responsible for communicating the information	Person(s) receiving the information	Format of information
Kickoff meeting	Initial meeting to understand the project , its purpose and objectives	One off meeting	Project sponsor and project manager	Project team	Hard copy of project documents
Project Team Meetings	To provide internal status updates to project director and manager	Once a week	Project Team	Project Team	Soft copy of status reports to be updated by each team member
Interim Report	Narrative status report on how project activities are progressing and deliverables to date	Once, Half way in project	Project manager	Project Director and Project manager	Soft copy disseminated via email
Financial report	Status on finances to date	Once, Half way in project	Project Accountant Project manager	Project sponsor Project director	Soft copy disseminated via email
Final Report	Narrative report on all activities undertaken throughout the life of the project, deliverables	Once at the end of the project	Project Manager Project Director	Project sponsor	Soft copy disseminated via email
Final Financial Report	Reporting on all finances over the life of the project	Once at the end of the project	Project Accountant Project manager	Project sponsor Project director	Soft copy disseminated via email
Press releases	Information about the project provided to the respective audience	As often as required	Communications Officer	General public	Newspapers, radio

4.7.2 MANAGE COMMUNICATIONS

The second process of project communications management is manage communications and it is defined as “the process of creating, collecting, distributing, storing, retrieving and the ultimate disposition of project information in accordance to the communication management plan” (*PMBOK® Guide*, Project Management Institute, 2013, p.297). In this process, relevant stakeholders of the Youth Entrepreneurship Project are updated on the project, its activities and progress as it relates to the required communication documentation listed in the communications plan.

The communications methods and technology used in the Youth Entrepreneurship Project will include face-to-face meetings for discussion and dialogue, press releases and email. Meetings will facilitate updates on the status of the project, its activities and any clarification of information required by the stakeholders. Press releases will also be used to inform participants during the recruitment process and members of the public on the project and its achievements. Additionally, email and a common server at the Training Center for storage and sharing of information will be used for the purpose of updating and informing stakeholders.

4.7.3 CONTROL COMMUNICATIONS

The final process, control communications, is defined as “the process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met” (*PMBOK® Guide*, Project Management Institute, 2013, p.303). This process will monitor how well the Youth Entrepreneurship Project is doing against the communications plan.

4.8 Develop a procurement management plan to determine the purchasing policies, processes and procedures to be followed by the project.

PMI PMBOK divides the knowledge area of Project Procurement Management into four processes and they are described as “the processes necessary to purchase or acquire, services or results needed from outside the project team” (*PMBOK® Guide*, Project Management Institute, 2013, p.355). The processes include plan procurement management of the planning process group, conduct procurement of the executing process group, control procurements of the monitoring and controlling process group and lastly, close procurements of the closing process group. The following will address the development of a procurement management plan and will further examine the processes of project procurement management and how it will be integrated and undertaken for the Youth Entrepreneurship Project, using the approach in the procurement management plan.

4.8.1 PLAN PROCUREMENT MANAGEMENT

Plan procurement management is “the process of documenting project procurement decisions, specifying the approach, and identifying potential sellers” (*PMBOK® Guide*, Project Management Institute, 2013, p.358). As the Youth Entrepreneurship Project will be purchasing products and services externally, plan procurement management will identify these products and services, identify and evaluate the potential suppliers and evaluate any risks involved with each purchasing decision. This process will ultimately layout the framework for identifying and choosing the most suitable suppliers at the most economical prices.

An output of the plan procurement management process is the procurement management plan. It is a plan that “describes how a project team will acquire goods and services from outside the performing organization” (*PMBOK® Guide*, Project Management Institute, 2013, p.366). The plan will outline all procurement requirements and guide the team accordingly throughout the life of the project. The procurement management plan will include information on all procurement related matters to include the types of contracts to be used, the contract approval process and the procurement processes at it relates to the contract values.

4.8.1.1 PROCUREMENT MANAGEMENT PLAN

The Procurement Management Plan is a subsidiary plan to the overall project management plan and it will examine how the Youth Entrepreneurship Project will acquire the goods and services required for proper implementation of activities. It will therefore outline the management of contracts and procurement activities.

All procurement activities will be undertaken by the project manager, with approval required from the project director only for goods over a specified value. The project manager will also act as the technical advisor on all procurement matters. Following the

identification of goods and services required for the project, procurement of the services of the project team and the purchases of goods (furniture, equipment) will be undertaken for the project, with specific processes undertaken depending on the value of the goods and services. For services of staff, contracts of employment will be made and for purchases of equipment and furniture and other day-to-day operations of the project, purchase orders will be used. Petty cash will also be used for low value, quick purchases.

A policy relevant for procurement is the issuance of a request for quotation (RFQ) as the first contact with the vendor and RFQ's are to be requested from at least two vendors as the start of the procurement process.

The procurement for services of staff will be accomplished by the firm fixed price contract. The fixed price contract is the type of contract allows for properly defined requirements or specifications and is the most favorable in terms of risk as it the reduces the cost risk on the project.

The selection criteria of suppliers or vendors for goods and services, where purchase order contracts will be used, includes the most economical price, quality of past-performance of the organization (if applicable) and ability to deliver on time.

For the procurement of goods that will be undertaken throughout the life of the project, the procurement documents that will be used to solicit quotations will include:

- Firm fixed price contract – template will be provided by the sponsor.
- Request for quotations – this document will take the form of an email to the respective vendors requesting a quotation with the specifications outlined.

4.8.2 CONDUCT PROCUREMENT

The conduct procurement process is the “process of obtaining seller responses, selecting a seller and awarding a contract” (*PMBOK® Guide*, Project Management Institute, 2013, p.371). The conduct procurement process for the Youth Entrepreneurship Project for regular purchases of goods and services will include the submission of a request for quotation (RFQ) from a potential seller and will go through the selection process. The quotations submitted will be reviewed and if all requirements are met, the most economical will be chosen.

4.8.3 CONTROL PROCUREMENT

Control procurements process is described as the “process of managing procurement relationships and making changes and corrections to contracts as appropriate” (*PMBOK® Guide*, Project Management Institute, 2013, p.371). The project manager is responsible for managing the relationship with the vendors and will monitor the terms of the contract to ensure that the work required is being undertaken, delivered and acceptable.

With respect to contracts of employment, in order to ensure that what is required in the scope of work is undertaken and done effectively and efficiently to complete all activities of the project, constant performance monitoring will be done. For goods purchased through purchase orders the project manager will liaise with vendor to monitor the progress of the procurement and ensure timely delivery. The project manager will also ensure that the requested requirements or specifications are met and will conduct inspections upon delivery to ensure that the vendor is providing what was agreed upon. Because of the nature of the project, its lifespan and the items to be procured, procurement activities will be quick.

A change control system will be established by the sponsor for contracts of employment and it will be included in the terms of the contract.

4.8.4 CLOSE PROCUREMENT

The final process for the knowledge area of project procurement management is described as “the process of completing each procurement” (*PMBOK® Guide*, Project Management Institute, 2013, p.386). The project manager will ensure that all requirements are met, that the vendor issues acceptable invoices and that payment is made by the project, in exchange for a receipt. Close procurement process will ensure here that all procurement activities are completed and closed off.

4.9 Develop a risk management plan that will determine how risks associated with the project will be identified, managed, assessed and prioritized.

PMI PMBOK divides the knowledge area of Project Risk Management into six processes and is described as “the processes of conducting risk management planning, identification, analysis, response planning and controlling risk on a project” (*PMBOK® Guide*, Project Management Institute, 2013, p.309). The processes include plan risk management, identify risks, perform qualitative and quantitative risk analysis, which all form part of the planning process group, in addition to plan risk responses and control risks, which form part of the monitoring and controlling process group. The following will address the development of a risk management plan and will further examine the processes of project risk management and how it will be integrated and undertaken for the Youth Entrepreneurship Project, using the approach in the risk management plan.

4.9.1 PLAN RISK MANAGEMENT

The Plan Risk Management process is defined as “the process of defining how to conduct risk management activities for the Project” (*PMBOK® Guide*, Project Management Institute, 2013, p.309). It will document how the Youth Entrepreneurship Project will approach risk management and examine how it will be defined and carried out. As risks can be identified at any point during the life cycle of a project, the corresponding responses to these risks will also be addressed.

An output of the Plan Risk Management is the Risk Management Plan and it “describes how risk management activities will be structured and performed” (*PMBOK® Guide*, Project Management Institute, 2013, p.309).

4.9.1.1 RISK MANAGEMENT PLAN

PURPOSE OF THE RISK MANAGEMENT PLAN

The risk management plan is a subsidiary plan to the overall project management plan and it is a plan for mitigating risk events that may occur during the life of the project. It will include the approach to risk management on the project, the identification of project team members responsible for various risks as well as the budgeting and timing of risk management activities. Risk categories will also be identified, as well as definitions of risk probability and impact.

Methodology: The methodology that will be used to perform risk management on the Youth Entrepreneurship Project will include the use of techniques of expert judgment, brainstorming and checklist analysis. Here, these techniques will be used in the identification of risks from previous experiences that have been gained by project staff through the implementation of similar projects and the expertise from individuals with

specialized knowledge on training for the youth will be sought. This process will develop the risk register.

Following the identification of risks, an impact and probability matrix will be developed to perform a qualitative risk analysis. In this process, risks will be assessed for probability of occurrence and impact on the project. Accordingly, a prioritized list of risks will be developed. Perform quantitative risk analysis will not be done under this project. Risk response planning will follow to reduce threats and increase opportunities. If possible, risks with a high probability of occurrence and impact will be addressed in the initial stages. Finally, risks are controlled by implementing the risk response plan, tracking and monitoring of risks will be undertaken as well as the identification of new risks.

Roles and Responsibilities: The project technical consultant, project director and the project manager will work collaboratively to identify and manage all risks related to the Youth Entrepreneurship Project.

Risk Categories: The risk categories under the project will generally include project risks associated with scheduling, resources, budgeting, stakeholder requirements and quality.

Definitions of risk probability and impact:

Chart 24 Risk and Probability Definitions (Source: Anthia St. Aimee-George)

LEVEL	SCORE
Very Low	1
Low	2
Medium	3
High	4
Very High	5

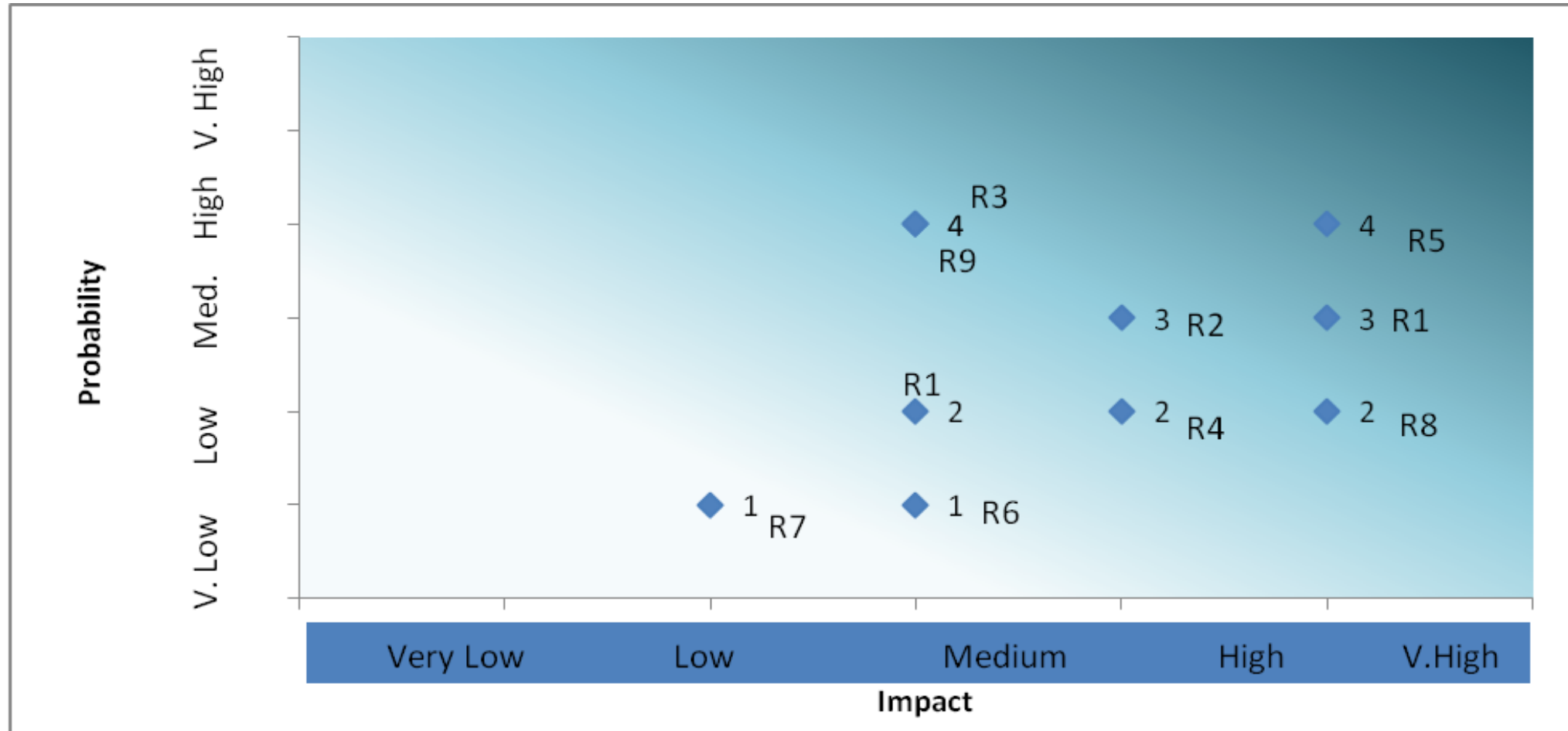
4.9.2 IDENTIFY RISKS

According to PMBOK, identify risks is “the process of determining which risks may affect the project and documenting their characteristics” (*PMBOK® Guide*, Project Management Institute, 2013, p.319). The project technical consultant, project director and manager will start the process through brainstorming possible risks and as the project progresses and new risks emerge, input from other team members will be sought. The output of this process is the risk register, which will list the risks corresponding to the categories identified in the process above.

CHART 25 Risk Register (Source: Anthia St. Aimee-George)

CATEGORY	RISK DESCRIPTION	RISK ID.	IMPACT	PROBABILITY	SCORE
SCHEDULE	Insufficient time to implement a project of such magnitude.	R1	5	3	15
BUDGET	Insufficient funds to complete project	R2	4	3	12
SCOPE	Further decomposition of WBS may lead to a widening scope	R3	3	4	12
RESOURCES	Recruiting best suited staff may take longer than anticipated	R4	4	2	8
	Project design and development is being done by one technical consultant	R5	5	4	20
	Staff understanding of the project may take longer than anticipated	R6	3	1	3
	Some project team members leave before the project is ended, leaving incomplete work	R7	2	1	2
	The training center may not have the capacity required for offices and training rooms in one location	R8	5	2	10
QUALITY	The delivery of the training may be hindered if suitably qualified facilitators are not recruited or found	R9	3	4	12
	Curricula for entrepreneurship and soft skills training is mediocre	R10	3	2	6

Chart 26 Risk Assessment Chart (Source: Anthia St. Aimee-George)



4.9.3 PERFORM QUALITATIVE RISK ANALYSIS

Perform Qualitative Risk Analysis is described as “the process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact” (*PMBOK® Guide*, Project Management Institute, 2013, p.328). As the previous process identified the risks, this process subsequently prioritizes the risks that should be managed and monitored, through a probability and impact assessment.

The result of the assessment of the initial risks of the Youth Entrepreneurship Project identified in the previous process will be presented in the probability and impact matrix below.

Chart 27 Impact and Probability Matrix (Source: Anthia St. Aimee-George)

Probability	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	Impact					

By virtue of interpretation, risk R5 with a risk probability of 4 and an impact of 5, as seen in Chart 26, will have a score of 20 ($r = p \times i$) and therefore seen as high risk. According to the risk approach of the project, this would require immediate response.

4.9.4 PERFORM QUANTITATIVE RISK ANALYSIS

Perform Quantitative Risk Analysis is defined by PMBOK as “the process of numerically analyzing the effect of identified risks on overall project objectives” (*PMBOK® Guide*, Project Management Institute, 2013, p.328).

Because of the nature of the Youth Entrepreneurship Project and the short time frame in which it will be implemented, projected values will not be assigned to the risks and as a result, the perform quantitative risk analysis will not be undertaken.

4.9.5 PLAN RISK RESPONSES

PMBOK describes Plan Risk Responses as “the process of developing options and actions to enhance opportunities and to reduce threats to project objectives” (*PMBOK®*

Guide, Project Management Institute, 2013, p.328). This process provides the project management team with a way to deal with mitigating the various risks by working together to identify alternatives to reduce or mitigate the risk, then apply the most appropriate strategy. For the Youth Entrepreneurship Project only risks with a high probability of occurrence and high impact will be addressed.

Chart 28 Risk Response Strategy (Source: Anthia St. Aimee-George)

RISK ID	RISK DESCRIPTION	RISK RESPONSE STRATEGY	CONTINGENCY PLAN
R1	Insufficient time to implement a project of such magnitude	Mitigate the impact	Allocate extra time in the schedule as a buffer
R2	Insufficient funds to complete project	Mitigate the impact	Include a 10% contingency to cover cost that were overlooked
R3	Further decomposition of WBS may lead to a widening scope	Mitigate probability	At the point of the development of the WBS ensure that it is adequately decomposed
R5	Project design and development is being done by one technical consultant	Mitigate the probability and impact	Project director will provide support to technical consultant
R8	The training center may not have the capacity required for offices and training rooms in one location	Mitigate impact	Examine the possibility of using a government-owned Human resource Development Centre
R9	The delivery of the training may be hindered if suitably qualified facilitators are not recruited or found	Mitigate the probability	Inquire about train the trainer programs available for the entrepreneurship and life skills training

4.9.6 CONTROL RISKS

Control risks is defined as “ the process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks and evaluating risk

process effectiveness throughout the project” (*PMBOK® Guide*, Project Management Institute, 2013, p.349).

This process under the Youth Entrepreneurship Project will ensure that risks are constantly monitored and are prioritized in all discussions and are at the forefront of everyone’s minds. As the Project has a short implementation period, risk reassessments will be conducted regularly to re-evaluate current and identify new risks and adjust the project management plan and risk register accordingly.

4.10 Develop a stakeholder management plan to accurately identify stakeholders, manage their expectations and determine their impact on the project.

PMI PMBOK divides the knowledge area of Project Stakeholder Management into four processes. This is described as “the processes required to identify the people, groups or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution” (*PMBOK® Guide*, Project Management Institute, 2013, p.355).

The processes include identify stakeholders of the initiating process group, plan stakeholder management of the planning process group, manage stakeholder engagement of the executing process group and lastly, control stakeholder management of the monitoring and controlling process group. The following will address the development of a stakeholder management plan and will further examine the processes of project stakeholder management and how it will be integrated and undertaken for the Youth Entrepreneurship Project, using the approach in the stakeholder management plan.

4.10.1 IDENTIFY STAKEHOLDERS

The identify stakeholders process is described as “the process of identifying the people, groups or organizations that could impact or be impacted by a decision, activity or outcome of the project, analyzing and documenting relevant information regarding interests, involvement, interdependencies, influence and potential impact on project success” (*PMBOK® Guide*, Project Management Institute, 2013, p.393). In this process all stakeholders will be identified and an analysis of their influences and impact on the project are made.

An output of the identify stakeholders process is the stakeholder register. It will document as much relevant information on the stakeholders as possible to include identification and impact information. The stakeholder register will list the stakeholders, their various interests and their influence on project success.

Chart 29 Stakeholder Register (Source: Anthia St. Aimee-George)

IDENTIFICATION INFORMATION		IMPACT				Engagement Approach
ID. No.	Name	Main Requirements	Main Expectations	Influence	Role in Project	
1	Youth	The existence of a project that will provide them with the necessary competencies to start up a business	To be knowledgeable in managing a business and to be self-employed	Moderate	Project target audience	The project recruitment officer will conduct recruitment activities in the communities to inform the youth about the project and gain interest.
2	Sponsor	Approval of all deliverables and hiring of Project manager and Accountant	Provide funding for the project	High	Project sponsor	The project manager will provide status reports via email, will complete deliverables within reporting period
3	Project management team	Project implementation	Successful implementation of the project to meet objectives	High	Project staff	Communicate via email, face-to-face on matters concerning the project, provide input on status and final reports
4	Facilitators	Provide engaging training	Youth will understand programs and will be able to use skills learnt in managing businesses	High	Training providers	Advertisement in newspapers for recruiting qualified facilitators. Facilitators will be informed via telephone and/or email of start date of activities, training schedule.
5	Government Registry	Youth with required documentation to register their businesses	35 registered businesses	Moderate	Register businesses for youth	Project manager informs in MOU the terms, schedule and expectations. Reminders will be sent out via email of the start date of the sessions
6	Micro-finance Institution	Youth with sound business ideas, developed into viable and sustainable business	35 youth will qualify for reduced interest loans for business start-up	Moderate	Responsible for providing financing	Project manager informs in MOU the terms, schedule and expectations. Reminders will be

						sent out via email of the start date of the sessions
7	Government Business Development Agency	Viable businesses contributing to the development of businesses in the country	35 successful businesses	Moderate	Responsible for providing business enhancement and advisory services to foster business development in St. Lucia	Project manager informs in MOU the terms, schedule and expectations. Reminders will be sent out via email of the start date of the sessions
8	Owners of Training Centre	Sign contract for leasing agreement	Lease goes to term	Moderate	Provide facility for training	Owner will be approached via phone, email or face to face to secure centre and provide input to the contract
9	Citizens	None	Increased employment and more income in households	Low	Family members, mentors and neighbors to potential participants	Recruitment officer will advertise through different forms of media so citizens can inform members in their community, family and friends
10	Mentors	Viable businesses contributing to the industry and by extension the country	35 successful businesses	Moderate	Provide youth with advice	Project manager informs in MOU the terms, schedule and expectations. Reminders will be sent out via email of the start date of the sessions

4.10.2 PLAN STAKEHOLDER MANAGEMENT

Plan Stakeholder Management is described as the “process for developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests and potential impact on project success” (*PMBOK® Guide*, Project Management Institute, 2013, p.399). In this process stakeholder needs, interests and impacts are managed throughout the life of the project.

An output of the Plan Stakeholder Management is the Stakeholder Management Plan, which “identifies the management strategies required to effectively engage stakeholders” (*PMBOK® Guide*, Project Management Institute, 2013, p.403).

4.10.2.1 STAKEHOLDER MANAGEMENT PLAN

PURPOSE OF THE STAKEHOLDER MANAGEMENT PLAN

The stakeholder management plan is a subsidiary plan to the overall project management plan and it will inform the project management team of strategies that can be used to manage the stakeholders. A stakeholder assessment matrix will be used to assess and provide information on the stakeholder engagement levels at the initial stage of the Youth Entrepreneurship Project.

Chart 30 Stakeholder Engagement Assessment Matrix
(Source: *PMBOK® Guide*, Project Management Institute, 2013)

ID. No.	STAKEHOLDER	Unaware	Resistant	Neutral	Supportive	Leading
1	Youth	C			D	
2	Sponsor					CD
3	Project management team				C	D
4	Facilitators				C	D
5	Government Registry	C			D	
6	Micro-finance Institution	C			D	
7	Government Business Development Agency	C			D	
8	Owners of Training Centre	C		D		
9	Citizens	C			D	
10	Mentors	C			D	

At the initial stage of the project, most stakeholders are unaware of the project and its potential impacts on the youth and by extension, the economy. Efforts to close these gaps and get stakeholders to a preferred level of engagement will therefore be made through aggressive advertising and constant information sharing and dissemination, to

educate and sensitize stakeholders. As the project goes through other phases, stakeholders will be reassessed to determine their current engagement and examine what should be done to take them to where the project would like them to be.

4.10.3 MANAGE STAKEHOLDER ENGAGEMENT

The manage stakeholder engagement is described as “the process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur and foster appropriate stakeholder engagement in project activities throughout the project life cycle ” (*PMBOK® Guide*, Project Management Institute, 2013, p.404). According to PMBOK, in this process the activities will include the assessment of stakeholders’ commitment to the success of the project, continuous communication and negotiation, addressing concerns, clarifying and resolving issues.

It is necessary for the Youth Entrepreneurship Project management team to interact with stakeholders on a regular basis, build trust and listen to the concerns or issues that they may have. Regular communication to provide updates is also required. For stakeholders that are unaware of the project, presentations are necessary. Here a synopsis of the project, its objectives and benefits will be addressed.

4.10.4 CONTROL STAKEHOLDER ENGAGEMENT

Control Stakeholder Engagement is the final process of the project stakeholder management knowledge area. It is described as the “process for monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders” (*PMBOK® Guide*, Project Management Institute, 2013, p.404).

Continuous monitoring by the project manager will be undertaken ensuring that the relationships are kept cordial and that stakeholders’ needs and requirements are met. If changes to the stakeholder management strategies are required, the project manager will review and adjust to suit the new level of engagement required.

5 CONCLUSIONS

The PMI process of developing and outlining a comprehensive project management plan and corresponding knowledge areas, for the implementation of the Youth Entrepreneurship Project, proves valuable. It allows for proper understanding of the PMI framework, the importance of the integration of the various knowledge areas and substantiates that planning provides a blueprint or guide for the effective implementation of activities of the project.

The development and documentation of the processes under the various subsidiary plans makes evident the uniqueness of projects. The Youth Entrepreneurship Project has a short lifespan and although implementation, with guidance from the project management plan, will have to be done efficiently, it must be done speedily and with precision. This therefore is accommodated by having a project team experienced in the implementation of a similar project.

The PMI process also solidifies the use and importance of tools and techniques and outlines how the information acquired, achieves the various outputs.

A limitation to the approach used in the presentation and documentation of the project management plan, of the Youth Entrepreneurship Project, is that it is prepared as a plan that can be submitted to secure funding for the project. Therefore, the project charter and time management plan do not specify timelines.

6 RECOMMENDATIONS

It is recommended that the Youth Entrepreneurship Project is implemented using the project management plan developed within the PMI framework. It is evident that the standards, processes, tools and techniques, inputs and outputs, all contribute immensely and provide structure and a systematic process for the implementation of activities of the project.

“Project management processes ensure the effective flow of the project throughout its existence” (*PMBOK® Guide*, Project Management Institute, 2013, p.47). This statement has been proven true. Adhering to the core processes (initiating, planning, executing, monitoring, controlling, and closing) and the integration of the knowledge areas, allowed for proper flow and understanding for what is required to design and develop a project. In order to ensure that it falls within a specified timeframe, budget and scope, while at the same time following the required standards.

Throughout this process, the importance of planning is evident and proves that it allows for ease of implementation and understanding of a project, as all possible areas involved with the project implementation are addressed. It is important that the planning process be done with input from the project team, to achieve buy-in and receive substantial contributions from varying areas of expertise.

Integration of processes and knowledge areas under the PMI framework also proves beneficial as it shows linkages, dependencies and the importance of making the connections for smooth implementation. Despite the many activities associated with the Youth Entrepreneurship Project, as with any other project, the recommended tools and techniques of PMI proved useful in developing the outputs.

In summary, the PMI PMBOK proves to be an essential guide in following through with the PMI framework and it should be continuously referred to as a project is being developed and implemented. It helps with the proper understanding of all that is required to complete the work and most importantly, to complete the project successfully.

7 BIBLIOGRAPHY

Central Statistics Office of Saint Lucia, *Labor Force Survey*, 2016.

Heagney, J. (2012). *Fundamentals of Project Management*. 4thed. American Management Association. Retrieved from https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf

Information sources definition. (n.d). In *Wikipedia*. Retrieved September 14, 2016 from: https://en.wikipedia.org/wiki/Information_source

Primary sources. (n.d). In *Ithaca College Library*. Retrieved September 14, 2016 from <https://library.ithaca.edu/sp/subjects/primary>

Project Engineer. (n.d) PMI Process Groups Figure 3. Retrieved from <http://www.projectengineer.net/the-pmbok-process-groups/>

Project Management Institute. (2013). *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) - Fifth Edition*, Project Management Institute, Inc., 2013.

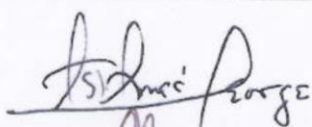
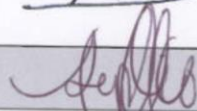
Strategic Information System Group. (n.d). PMI Life Cycle Structure Figure 3. Retrieved from <http://www.sisg.com/static.asp?path=3285>

8 APPENDICES

Appendix 1: Youth Entrepreneurship Project Charter

PROJECT CHARTER	
Date	Project Name:
August 22 nd , 2016	Youth Entrepreneurship Project
Knowledge Areas / Processes	Application Area (Sector / Activity)
<p>Knowledge areas: Integration, Scope, Time, Cost, Quality, Human Resource, Communications, Procurement, Risk, Stakeholder</p> <p>Process groups: Initiating, Planning, Executing, Monitoring & Controlling, Closing</p>	Business, Finance, Manufacturing, Services
Start date	Finish date
TBD	TBD
Project Objectives (general and specific)	
<p>General objective:</p> <p>To develop a Youth Entrepreneurship Project that will support unemployed youth in becoming self-employed by promoting the creation of micro-businesses and decrease the rate of youth unemployment in Saint Lucia.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1 To provide unemployed youth with training in entrepreneurship education, to transfer their viable business ideas into successful micro-businesses. 2 To provide unemployed youth with a range of soft/ life skills that will enable them to acquire the confidence required to succeed in life and operate in the workplace. 3 To provide unemployed youth with access to finance through a reduced interest rate. 	

Project purpose or justification (merit and expected results)
<p>Saint Lucia's youth unemployment rate in 2015 was a staggering 41%, the highest in the Eastern Caribbean. The purpose of the project is to support unemployed youth, between the ages of 17-25, in becoming self-employed by promoting the creation of micro-businesses and therefore, engaging in sustainable livelihoods.</p> <p>In order to help create successful micro-businesses, the supporting comprehensive components under the Youth Entrepreneurship Project will include an entrepreneurship education program, soft skills training, private sector mentorship, business plan development, access to finance, and business registration facilitation. The successful implementation of the Youth Entrepreneurship Project is expected to register and thus create 35 successful micro-businesses and youth would have acquired the necessary competencies to successfully manage these businesses.</p>
Description of Product or Service to be generated by the Project – Project final deliverables
<p>The Youth Entrepreneurship Project will provide unemployed youth in Saint Lucia with the entrepreneurship education, soft skills and access to finance required to start up a micro business. The supporting comprehensive components provided under the project will include the entrepreneurship education program, soft skills training, private sector mentorship, business plan development, access to finance, and business registration facilitation. At project completion, 35 youth owned micro businesses are registered.</p>
Assumptions
<ul style="list-style-type: none"> • International funding agency/ sponsor will fund the Youth Entrepreneurship Project • Stakeholders will be convinced of the outcome of the Youth Entrepreneurship Project • Unemployed youth will enroll in the Youth Entrepreneurship Project
Constraints
<ul style="list-style-type: none"> • Insufficient time to implement all project activities associated with the Youth Entrepreneurship Project.
Preliminary risks
<ul style="list-style-type: none"> • Improper project management processes may hinder scope, schedule and budget and by extension affect the effective implementation of project activities.
Budget
<p>The budget for the implementation of the Youth Entrepreneurship Project is XCD 268,596.00</p>

Milestones and dates		
Milestone	Start date	End date
Project Start	TBD	TBD
Training Phase starts	TBD	TBD
Training Ends	TBD	TBD
Post- training phase starts	TBD	TBD
Project ends	TBD	TBD
Relevant historical information		
<p>A youth entrepreneurship project should have been implemented over a six month period with the intention to assist 45 young persons – during its pilot cycle - in the creation of start-up business. The initial components of the project included entrepreneurship training, soft skills training, mentoring, access to funding, business plan development and business registration facilitation. The project was implemented in collaboration with a micro finance institution to provide the financing at a reduced rate to the youth for business start-up. Also included were government institutions that assisted in the facilitation of the business start-up process and provided business advisory services to the youth.</p> <p>A project management plan was not developed and the project was unsuccessful. The project ended prematurely, youth businesses were not created and reduced financing not granted. As a result, a project management plan will be developed for a youth entrepreneurship project, to understand the project management processes and their integration with the various PMI knowledge areas.</p>		
Stakeholders		
<p>Direct stakeholders: Sponsor Implementing Agency</p> <p>Indirect stakeholders: Project management team Youth – beneficiaries of the project Micro finance institution Government institutions</p>		
Project Manager: Anthia St. Aimee-George	Signature: 	
Authorized by: Sophia Crawford Mora	Signature: 	

Appendix 2: Youth Entrepreneurship Project WBS

Project Name	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Youth Entrepreneurship Project	1 Pre-Training Preparation	1.1 Project Management Team	1.1.1 Identify Project Team	1.1.1.1 Short List Project Team	1.1.1.1.1 Hire Project Team	1.1.1.1.1.1 Sign contracts
		1.2 Venue	1.2.1 Select Venue	1.2.1.1 Sign Lease	1.2.1.1.1 Schedule Venue	
			1.2.2 Supply equipment & furniture			
		1.3 Participants	1.3.1 Collect applications	1.3.1.1 Implement Selection process	1.3.1.1.1 Enroll Participants	
		1.4 Curricula	1.4.1 Identify Entrepreneurship Education Program	1.4.1.1 Select Entrepreneurship Education Program	1.4.1.1.1 Schedule Entrepreneurship Education Program	
			1.4.2 Identify Soft Skills Program	1.4.2.1 Select Soft Skills Program	1.4.2.1.1 Schedule Soft Skills Program	
		1.5 Supporting Components	1.5.1 Identify Micro-Finance Institution	1.5.1.1 Select Micro-Finance Institution	1.5.1.1.1 Sign MOU with Micro-Finance Institution	
			1.5.2 Identify Private Sector Mentors	1.5.2.1 Sign MOU with selected Mentors	1.5.2.1.1 Register Mentors	
			1.5.3 Formalize Institutional Arrangement with government registry	1.5.3.1 Sign MOU with government registry		
			1.5.4 Formalize Institutional Arrangement with Government Business Advisory Agency	1.5.4.1 Sign MOU with Government Business Advisory Agency		
		1.6 Facilitators	1.6.1 Identify Soft Skills Facilitators	1.6.1.1 Select Soft Skills Facilitators	1.6.1.1.1 Sign Contracts	
			1.6.2 Identify Entrepreneurship Facilitators	1.6.2.1 Select Entrepreneurship Facilitators	1.6.2.1.1 Sign Contracts	
		1.7 Project Administration	1.7.1 Prepare project forms			
		1.8 Project Communications	1.8.1 Develop material	1.8.1.1 Disseminate material		
		2 Training	2.1 Entrepreneurship Education Program	2.1.1 Administer Training	2.1.1.1 Meet criteria for graduation	
			2.2 Soft Skills Program	2.2.1 Administer Training	2.2.1.1 Meet criteria for graduation	
			2.3 Mentorship Program	2.3.1 Assign Mentor to Participant	2.3.1.1 Mentor participants	
			2.4 Business Registration	2.4.1. Schedule Appointments for Business Registration	2.4.1.1. Register Businesses	
	3 Post-training	3.1 Evaluation	3.1.1 Design evaluations			
			3.1.2 Administer evaluations			
			3.1.3 Summarize evaluations			
		3.2 Graduation	3.2.1 Prepare certificates			
			3.2.2 Plan Graduation Ceremony	3.2.2.1 Conduct Graduation Ceremony	3.2.2.1.1 Issue Certificates	
		3.3 Project Closure	3.3.1 Gain formal acceptance of remaining deliverables and ensure requirements are met			
			3.3.2 Carry out close-out activities			
			3.3.3 Submit Final Reports			

Appendix 3: Youth Entrepreneurship Project Schedule



Appendix 4: Dictum

Inglewoods

Grand Riviere

Gros- Islet

CASTRIES

24th February, 2017

University for International Cooperation (UCI)


Costa Rica

Dear Sir/ Madam,

My name is Jamella Greaves- Gilliard. I have been a teacher for the last fourteen to fifteen (14-15) years and I hold a bachelor's degree in Literacy Studies and a Master of Arts Degree in Language Arts. I teach all subjects at the primary school level which include areas such as Numeracy, Literacy Social- Studies, Health and Family Life Education and Science and Information Technology. I have taught most of the grades- from kindergarten to grade six (6).

I have revised this thesis, strictly considering mechanics such as spelling, grammar, punctuation, sentence structure etc. No changes were made to the content area of this thesis. I have recommended corrections and the writer is expected to note these and apply them, in order to produce and present a more suitable piece.

Sincerely,



Mrs. Jamella Greaves- Gilliard



THE UNIVERSITY OF THE WEST INDIES

Jamella Greaves-Gilliard

having completed the Course of Study approved
by the University and having satisfied the
Examiners, has this day been admitted by the
Senate to the Degree of

**MASTER OF ARTS
ENGLISH LANGUAGE**

February 1, 2015

DATE

Eon K. Horns

VICE-CHANCELLOR

C. William Horne

UNIVERSITY REGISTRAR

This Document is not valid unless it bears the University's seal



THE UNIVERSITY OF THE WEST INDIES

Jamella Greaves-Gilliard

having completed the Course of Study approved by the University and having satisfied the Examiners, has this day been admitted by the Senate to the Degree of

**BACHELOR OF EDUCATION
LANGUAGE EDUCATION
(LITERACY STUDIES)**

with
Second Class Honours (Upper Division)

July 1, 2011

DATE

Erin K. Horns

VIC-CHANCELLOR

C. William Horn

UNIVERSITY REGISTRAR