



**HARVARD**  
Extension School

## COMMUNITY DEVELOPMENT PROJECT PLAN

FOR:

**AFLAC PLASTICS LIMITED**

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**Prepared By: Hadiza Hamma**

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**Instructor: William O'Brien**

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## Afaka Community Road Construction Project



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## 1. Sponsoring Organization

- **Background**

Aflac Plastics Limited is a registered limited liability company in Nigeria located in Mando-Kawo within Kaduna state metropolis. It is a subsidiary of Atlas Field Integrated Limited. It specializes in the production of plastic products with focus on nylons of various kinds such as Plain Water rolls, Printed Water rolls, Packing Bags, white rolls, etc. It also engages in industrial printing. Aflac Plastics is one of the few companies that has modern multilayer extrusion machine in Nigeria.





Figures 1, 2 & 3: Aflac Plastic nylon producing machines



Figure 4: White and Printed nylon rolls produced at Aflac Plastics

Aflac Plastics is relatively new as it came into existence about three years ago. However, it has registered its footprint in the industry due to its quality products and cutting-edge technology. It has about sixty (60) employees excluding the shared workforce that sit at the head office. The Company's staff works 24 hours including the running of shifts (morning, afternoon and night shifts).



Figure 5: Some Aflac Plastics shift workers

Aflac Plastics Limited is committed to sustainability in business practices. It is aware that the community within which it operates is faced with challenges that undermine sustainable development of the area. It realizes that the best way to facilitate sustainability in this regard is to pay attention to its corporate social responsibilities. It is for this reason that the company intends to embark on a community development project for the construction of roads. Doing so will ease the hardship faced by community members and also facilitate operations of the company.

- **Mission & Values**

Aflac Plastic's Mission is to employ high standard technology with capacity to manufacture large quantities, high quality and competitively priced products. They aspire to exceed their customers' expectations by pursuing excellence in plastic product quality and customers services; to constantly endeavor to achieve and maintain long-term mutually beneficial relationship with wide network of business partners; to achieve competitive profits for their shareholders; to embrace sustainability without compromising quality, competitive pricing and long term consistent value; to meet the job satisfaction and other legitimate needs of its employees; to contribute to sustainable development of its community.

The company's values are based on the belief that their success depends on the way they interact

with customers, business partners and community in conducting business. They therefore strive to focus on unwavering commitment, demonstration of constant care, customer satisfaction, uprightness and positive social impact.

- **Business Model & Goals: (Financial, Community, Environmental)**

Aflac Plastics is one of the leading plastic products companies in northern Nigeria. In terms of production capacity, the company produces about 250,00 kilograms of nylons every month (that is about 331 tons). Their customer base extends beyond Kaduna state as they supply nylons to other states of northern Nigeria such as Kano, Katsina, Gombe, Jigawa, etc. The company has a track record of efficiency and customer satisfaction because their system of operation is well organized and advanced that they are able to produce and deliver goods within hours of placing an order. The company employs new and advanced machinery in its operations. This explains why it has one of the biggest printing machines with specialized operators (Aflac Plastics is one of the few companies that has modern multilayer extrusion machine in Nigeria).<sup>1</sup>

With regards to its community, Aflac Plastics strives to maintain harmonious relationship with it. It also endeavours to provide development assistance to the community. It is for this reason that the company undertakes to execute a road construction project for the community. The company is also committed to ensuring environmental sustainability. It employs minimum emission machinery and it is presently in the process of reassessing its environmental footprints with a view to adopt greener processes.

Hence, Aflac Plastics aims to achieve the following goals:

- To become the leading plastic products company in Nigeria
- To expand its customer base to southern states of Nigeria and indeed to countries abroad, starting with African countries
- To live up to its corporate social responsibility by providing the best forms of community development services
- To adopt green methods of operations

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<sup>1</sup> Information on Aflac Plastics obtained through oral interviews with the Executive Sponsor of the project and company staff



## 2. Community Description

### Characteristics

Afaka Community is located in Kawo-Mando, Kaduna North (behind National Eye Center), Kaduna State, Nigeria. It is an under-developed community, with an average of 120,000 to 250,000 people living in the community. The leadership structure of the community is as follows:

- The Traditional Head – (Sarki)
- Chairman – Afaka Community Association
- Secretary – Afaka Community Association

Majority of households in Afaka Community belong to the low-income group with a few average income people. This is reflected by the nature of economic activities that community members partake in. They are mostly small-scale economic activities like petty trading. Examples of such activities include selling of roasted corn on cobs, fried yams, plantain and bean cakes (*kosai*), provisions, vegetables, charcoal, operating grinding machines, roasted fish, sachet water (popularly known as pure water), motorcycle taxis, and etc.

Women in this community are primarily engaged in these activities. On the other hand, the men usually operate motorcycle taxis. Other activities that men engage in include the selling of small fast foods on the expressway (or highway) such as meat pies, sausage rolls, *puff-puff*, sachet water, potato and plantain chips, etc. A typical day for most members of the community starts at dawn (or before dawn for some) when they wake up to begin organizing and preparing ingredients and setting up the place of business. Women who sell yam, plantain and bean cakes wake up a lot earlier to wash and grind the beans, peel the yams, gather firewood and set up the cooking space. This is because most people (especially the men) rely on them for their breakfast before they set out for their daily routines. Also those who prepare the items needed for hawking on the highway have to be up early in order to get it ready in time for it to be transported out of the community.<sup>2</sup> (See Appendix A for images of Afaka community socio-economic life)

### Challenges & Requirements

#### ➤ Challenges

Afaka community faces several challenges. Most of the challenges are worsened by fact that the community is a low income one. This is further aggravated by high level of unemployment that

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<sup>2</sup> Information on Afaka community was obtained through a visit to the community and interviews with people.

bedevils the people, especially the youth among population. In addition, there are critical infrastructural challenges that the community faces. Some challenges include:

- **Bad Roads:**

Roads within the community are in a bad shape. There is hardly any constructed road, as all roads are not tarred. The roads also have potholes that get worse during the rainy season. This deplorable state of roads, especially the access road leading to the main road (highway), has grave consequences:

- Traveling in and out of the community is slow and difficult
- Accidents keep occurring especially due to the potholes
- Economic negatively activities are affected as a result of poor access road into and out of the community
- Health challenges result from the dust that comes from movement on the road during the dry season
- The bad roads many times lead to floods since there is no proper drainage system





Figures 6 & 7: Parts of Afaka community access road

- **Poor Electricity Supply:**

Afaka Community suffers from erratic power supply. This is very crucial for a community whose livelihood and indeed health is greatly impacted by electricity availability. It is not unusual to witness temperature rise up to 92°F in Kaduna state. Since most of the people are unable to afford air conditioning, they rely on electric powered fans to cope with the weather. Again, refrigerators needed to store food, water and drinks rely on electricity. This means that savings relating to bulk buying and storage of food is difficult. It also leads to food waste with all its consequences for the environment. For those whose articles of trade are beverages and sachet water, refrigeration is essential as sales are affected without sufficient cooling. Poor electricity also affects community health in the sense that firewood and charcoal are the primary source of fuel. Studies have shown that cooking with wood fuel is a major contributor to health challenges such as respiratory tract

infections,<sup>3</sup> eye infections<sup>4</sup> and even cancer.<sup>5</sup> It is no news that the most vulnerable to such diseases are women and children who hover around their mothers almost all the time.

- **Poor Access to Water:**

Afaka community has zero access to government-provided water supply. The two major sources of water supply are boreholes and wells. Borehole is more expensive to drill and maintain, especially because it requires electricity to function. Hence, very few members of the community have boreholes drilled in their homes. Wells on the other hand are cheaper to build and maintain. However, they tend to dry up occasionally thereby needing further digging. Also, well water is usually unsafe for human consumption. A large number of community members rely on the few borehole owners for their water supply and this creates a lot of inconvenience for both parties. There is also an option to buy from water peddlers who go round selling it in local hand trucks. The cumulative consequence of the water problem is the frequent occurrence of water-borne diseases such as cholera and typhoid fever.

- **Poor Educational Facilities:**

A daunting challenge to community life in Afaka is the abysmal state of educational facilities. There are a few government-owned primary and secondary schools within the community. However, the facilities are grossly inadequate to support any meaningful education in these schools. Even the school buildings are dilapidated. As a result, a few individuals who are able to afford it enroll their children in schools outside the community. Children from less privileged families (who are the majority) continue to attend the government schools. This, no doubt, affects the quality of education that they receive.

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<sup>3</sup> Ezech, O. K., Agho, K. E., Dibley, M. J., Hall, J. J., & Page, A. N. (2014). The Effect of Solid Fuel Use on Childhood Mortality in Nigeria: Evidence From the 2013 Cross-Sectional Household Survey. *Environmental Health*, 13, 113. <http://doi.org/10.1186/1476-069X-13-113>.

<sup>4</sup> West, S. K., Bates, M. N., Lee, J. S., Schaumberg, D. A., Lee, D. J., Adair-Rohani, H., ... Araj, H. (2013). Is Household Air Pollution a Risk Factor for Eye Disease? *International Journal of Environmental Research and Public Health*, 10(11), 5378–5398. <http://doi.org/10.3390/ijerph10115378>.

<sup>5</sup> A study carried out by Delgado et al (2005) found that about 38% of rural women living with lung cancer were exposed to wood smoke. See Delgado J., Martinez L. M., Sánchez, T. T., Ramirez, A., Iturria, C., & González-Avila, G. (2005). Lung Cancer Pathogenesis Associated with Wood Smoke Exposure. *Chest Journal*, 128(1), 124-31. <https://doi.org/10.1378/chest.128.1.124>.



Figures 8 & 9: Outside and inside views of a government school in Afaka Community

- **Poor Health Facilities:**

The state of health facilities, like that of educational facilities, is in a bad shape. There is not a single government health center or hospital in Afaka community. The only health facility in the area is the Garnet Clinic, a privately owned hospital.



Figure 10: Outside view of Garnet Clinic in Afaka community

Unfortunately, even Garnet Clinic lacks adequate medical equipment and supplies. This state of affairs places community health at risk, the most vulnerable being women and children. The community mostly relies on hospitals outside such as Barau Dikko Teaching Hospital<sup>6</sup> and Kawo General Hospital.<sup>7</sup>



Figure 11: Inside view of Garnet Clinic in Afaka community

<sup>6</sup> Located at Lafia Road, City Centre, Kaduna, Nigeria

<sup>7</sup> Located at Yamusa Road Kaduna, Nigeria

- **Requirements**

As seen in the preceding section, Afaka community faces challenges that are typical of rural sub-Saharan African societies. There is need to undertake development projects aimed at providing good roads, sufficient electricity, sufficient and portable water, health and educational facilities, etc. However, based on the discussion with both Aflac Plastics and Afaka community leaders, the decision has been taken to embark first on a road construction project after which other issues will be considered.

### **3. Development Project Objectives**

- **Objectives of Development Project**

The aim of the Afaka Community development project is to construct a road. The specific objectives of the project are as follows:

- i. To make the road more accessible for Aflac Plastics staff, customers and business partners on the one hand and for Afaka community members on the other hand
- ii. To engage the services of a construction company for the purpose of building the road
- iii. To ensure that the road to be constructed meets the requirements of both Aflac and Afaka community in terms of nature and design
- iv. To facilitate collaboration between the company and the community on the nature of relationship that will subsist during the road project
- v. To agree on continuous maintenance after construction has been completed
- vi. To make this project a pilot for other community development project initiatives and thereby maintain long-term mutual beneficial relationship between the company and the community

- **Scale and Scope of Development Project**

The ultimate goal of the project is to facilitate the construction of a road to be funded by Aflac Plastics Limited. A reputable construction company (yet to be determined) will be engaged to build the road. The final and main deliverable is a constructed road covering about 2 kilometers. The starting point for the road is the main expressway leading to the Kaduna Airport, it continues

into the community and terminates in front of Aflac Plastics premises. Specific tasks associated with the project include:

- Meetings with community representatives to agree on issues such as road design, timing, conduct during operations, etc.
- Preparation and issuance of procurement documents to solicit bids or tenders
- Awarding the contract
- Construction of the road
- Post-construction maintenance agreement

The above tasks shall have stipulated deadlines in accordance with the schedule of the project. The cost of construction will be borne by Aflac plastics.

#### **4. Stakeholder (Partner) Engagement & Management**

The role of stakeholder engagement in community development project could never be over emphasized. For companies, stakeholder engagement is an important measure of success in its sustainability initiatives. The nature of stakeholders depends on the type of activity that the company undertakes. Since this is a community development road construction project, different stakeholders are expected to play key roles, each impacting the project in a particular way. Stakeholders are identifiable both from within the company and from the community. The following are thus identified as key stakeholders within the company:

- **Mr. Sushil Kumar**, Divisional Manager, Aflac Plastics Limited. He heads the subsidiary firm that is located in Afaka community where the project will be executed. He is a member of the project team and is also likely to serve as the project manager
- **Mr. Uwe Theimer**, Group Managing Director, Atlas Field Integrated Limited. He sets the ball rolling and tables issues about the project before the Board of Directors for their approval.
- **Mr. Abbas Zakari**, Director of Accounts, Atlas Field Integrated Limited. He serves as the executive sponsor for the project. He also releases funds approved for the project.
- **Ms. Helen Sogbesan**, Head of Administration, Atlas Field Group Integrated Limited. She is in charge of human resources of the company and deploys staff needed for executing the project.

Key stakeholders within the community include:



- **The Traditional Head (*Sarki*):** He is the traditional head of the community. He has the highest level of authority. This is because the community places importance on traditional institutions, norms and values. He commands respect and obedience from community members. He settles disputes among members and has authority to take decisions and act on behalf of the community in dealings with government and non-government organizations. For the purpose of the road construction project, the *Sarki* will act as a major point of communication, cooperation and collaboration with Aflac Plastics and the construction company in order to ensure successful completion of the project.
- **Chairman Afaka Community Association:** Afaka community has an association that is headed by a Chairman. The Chairman functions as the administrative Head of the community. He convenes community's periodical meetings and acts as Chairman. These meetings are meant to inform, discuss and take decisions about issues affecting the community. For the road construction project, the Chairman will play a key role in many ways. He will convene meetings to inform the community about the project and the part expected of them as a community. For example, he can at these meetings gather community views on their expectations for the project. He can also inform the community of any alternative routes that have been opened for their use to avoid tampering or interfering with the work. He can also organize a meeting of community members and Aflac plastics or that of the company and himself to discuss community issues. He also acts as a point of contact between the company, construction company and the community. Since he has the mandate of the *Sarki*, he can implement decisions on his behalf.
- **Secretary Afaka Community Association:** The Secretary of the Afaka Community Association is responsible for organizing meetings as directed by the Chairman. He keeps proper records of meetings and disseminates information on behalf of the chairman. He collects information from community members and makes it available to the Association for decisions and actions.

In addition, the following stakeholders are worthy of mention:

- **The Construction Company:** Although Aflac is yet to engage a construction company for building the road, the Executive Sponsor of the project has stated that the company plans to do so in the near future. The construction company will certainly be a very relevant stakeholder since it will be responsible for building road. It will be required to carry out the construction in accordance with agreed specifications. It will also play an important role in facilitating community participation during the road project.

- **The Chairman of Kaduna North Local Government Area:** In Nigeria, each state is divided into local government areas (LGAs). The LGA is the tier of government closest to the people. They perform several functions including the provision and maintenance of infrastructure such as health centers, schools and roads.<sup>8</sup> They also have the power to grant permits for construction. However, several LGAs do not fulfill their duties and the major reason given is lack of sufficient funds.<sup>9</sup> Afaka community falls under Kaduna North LGA. Therefore, it is proper that the LGA Chairman be included as stakeholder for the purpose of this project.

## 5. Opportunities & Risks

### • Opportunities

Companies have become increasingly conscious of their corporate social responsibilities (CSR). Through CSR, they have been able to make positive impacts within societies. For example, in less developed societies, CSR has provided an opportunity for people to enjoy improved access to social necessities such as water, electricity, school, health centers, etc. While these initiatives are meant to benefit society, it also provides an avenue for the sponsoring companies to enjoy competitive advantage within their industry. According to Porter and Kramer<sup>10</sup>, CSR could go beyond being a mere expenses breeding venture to one that “generates opportunity, innovation, and competitive advantage for corporations—while solving pressing social problems.” They give three points that companies ought to consider as part of their CSR strategies to include:

- Determining the nature of the connecting relationship between a company and its society (or community)
- Determining the most pressing concerns of its society
- Addressing societal or community needs gradually and progressively in such a way that it benefits both society and the company.

The above factors help companies to reap what the duo of Porter and Kramer describe as “the

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<sup>8</sup> One of the functions of Local Governments in Nigeria (as contained in the 4<sup>th</sup> Schedule to the Constitution) is: “construction and maintenance of roads, streets, street lightings, drains and other public highways, parks, gardens, open spaces....”

<sup>9</sup> Udenze, O., (n.d.) Local Government As An Agent Of Transformation In Nation Building. Retrieved from <https://www.longdom.org/open-access/local-government-as-an-agent-of-transformation-in-nation-building-2315-7844-1-139.pdf>

<sup>10</sup> Porter, M.E. & Kramer, M.R. (2006). Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review*, 84(12) 78–92.

competitive advantage of corporate philanthropy”.<sup>11</sup> For example, a company that improves the educational system within the society it operates is not only benefitting the people but also creating a means of improving the quality of its potential staff.

The foregoing analysis can be applicable to Aflac Plastics, especially as it relates to the road construction project. As discussed earlier, the bad state of the road has devastating effects on the community. The same road is used for transportation to and from Aflac Plastics. It is therefore natural that the road poses great challenges for Aflac as much as it does for the community. Due to the potholes on the road, the company endures additional expenses for vehicle maintenance when, for example, tyres of company vehicles get punctured. In addition, the company loses potential customers who would rather go elsewhere rather than pass through the bad road leading to its premises. Furthermore, poles and wires that supply electricity to the company and community are found on the road. On several occasions, large vehicles that belong to the company or supplying materials to the company accidentally damage poles and/or wires resulting in blackouts. Such accidents often occur when vehicles veer off the road in an attempt to avoid potholes on the road. This negatively affects both the community and the company. It is therefore in the interest of the company to undertake the road project because doing so will open up windows of great opportunities including:

- It will provide staff, management and customers of Aflac easy access to the company’s premises
- It will shorten the time needed to travel to and from the company.
- It will provide the much-needed infrastructure that will aid and facilitate the company’s operations
- Cost of vehicles maintenance will be significantly reduced
- It will give the company a good image in the eyes of society
- It will help ease the difficulties that the communities are subjected to due to bad road
- It will lead to the development of a good relationship between the company and the community
- It will provide communal security for the company’s facilities because of the sense of belonging that will develop among community members

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<sup>11</sup> Porter, M.E. & Kramer, M.R. (2002). The competitive advantage of corporate philanthropy. *Harvard Business Review*, 80(12) 56-68, 133.

- **Risks**

The above opportunities are enjoyable only if the company executes the road project. In other words, failure to construct the road is detrimental and full of risks including:

- Loss of profits due to low patronage occasioned by poor access road
- Continued road accidents
- Cost of maintenance remains high especially due to vehicles breakdown
- The feeling of dissatisfaction with the company will be further entrenched in the community
- The company's operations will continue to suffer because of the poor state of access roads to its premises
- It could give restive youths within the community an incentive to target, tamper with or destroy the company's facilities upon the slightest excuse
- Since bad roads get worse during rainy season, the community is likely to rely heavily on the company for assistance in the events of natural disasters such as floods

- **For The Community**

The road leading to the community from the Kaduna Airport Road is the most critical to facilitate daily routines. As discussed earlier, a large number of community members ply the road daily in pursuit of their livelihood. The fact that good schools and medical facilities are lacking in the community also means that they rely on the road to travel to areas where they could access such essential services. Again, development initiatives for the community are usually affected by the nature of the access road to the community. It is thus obvious that the benefit of carrying out the road construction will serve to improve the lives of the people in several ways. On the other hand, it is clear from the foregoing analysis that failure to construct the road means that the community will continue to suffer devastating consequences which, in the long run, also affects the company.

## **6. Recommended Initiatives, Risks & Mitigation Strategies**

- **Recommended Initiatives**

For the purpose of community road construction development project, there are definitive actions that the company must take. It is important that these actions be divided into major phases of the project and involves the company, community and the construction company. Therefore, it is recommended that company take the following actionable initiatives:

## ❖ Pre-Project Phase

### • Appointment of Project Manager and team

The first step is to determine the project manager and his team. Aflac plastics have indicated that the Divisional Manager of the company will function as the project manager. There is need to determine members of the project team. The roles of team members should be clearly defined; they should also have clear communication channel among themselves and between them, the project manager as well as with the community. This entails creating a communication plan.

According to Pinto<sup>12</sup> the project team should have the following qualities:

- Purpose-driven in line with the organization's project objectives
- Trusting of their team members and trustworthy themselves
- Efficient communicators
- Understanding of their respective special role to the overall success of the project
- Flexible enough to adapt to changes for the best outcome of the project
- Are open to differences of opinions with team members
- Resolve conflicts amicably

### • Identification and Management of key stakeholders

Persons or parties that are likely to impact the project should be identified as key stakeholders. The project manager should prepare a stakeholder management plan that specifies each stakeholder's identity, their role in the project and the level of their influence on the overall success of the project. The plan should also contain information on the nature of their interest in the project (i.e., high or low) and whether they are supportive, against or neutral with regards to the project.

It is in the interest of achieving the project objectives to carry out proper stakeholder engagement. This is because getting stakeholders involved in decision-making and addressing their needs tends to positively impact on an organization's performance by building social capital and social license to operate.<sup>13</sup> In this regard, it is recommended that the project manager utilize

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<sup>12</sup> Pinto, J.K. (2016). *Project Management: Achieving Competitive Advantage* (4<sup>th</sup> Edition). Boston: Pearson

<sup>13</sup> This is the acceptance of the existence and activities of a company by the society within which it operates. See Moffat, K., Lacey, J., Zhang, A. & Leipold, S. (2015). Social Licence to Operate: A Critical Review. *Forestry*, 0, 1–12, doi:10.1093/forestry/cpv044.

the AA1000 Stakeholder Engagement Standard (AA1000SES) (2015).<sup>14</sup> It is a framework that could be used to examine, prepare, apply and convey valuable stakeholder engagement. According to the AA1000SES, good stakeholder engagement has the following features:

- Due regard for accountability
- Visibly demarcated boundaries
- Defined decision-making process
- Based on issues relevant to the organization and other parties
- Facilitates open discussions
- Be conducted in good time
- Leaves room for changes, etc.

For the purpose of this project, stakeholders include but are not limited to the Executive Sponsor, the Sarki of Afaka Community, Chairman of the Afaka Community Association, other community representatives, the Construction Company, the Chairman of Kaduna North Local Government Area, important Customers and Business Partners of Aflac who will be impacted by the road project, etc. It is good practice to maintain a stakeholder register that specifies the role of each one of them. Sample of stakeholder register template is provided in appendix B

- **Consultation with Community**

Although the community and its representatives are among the stakeholders to be engaged as recommended above, there is need to carry out deep consultations with the community separately.<sup>15</sup> This is because as community development project, the community will be the most impacted by the project; hence, their input should be given priority. Again, consultation with the community before commencement of the project will provide an avenue for the community to contribute to the design of the road. This is important for the company because it can serve to not only engage the community early on but also absolve the company from liability in case of any unwanted consequences that could arise from the nature of the constructed road. Consultation will further help to define the specific roles that the community is expected to play during the lifespan of the project and even beyond.

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<sup>14</sup>AccountAbility (2015) AA1000 Stakeholder Engagement Standard. Retrieved from [https://www.accountability.org/wp-content/uploads/2016/10/AA1000SES\\_2015.pdf](https://www.accountability.org/wp-content/uploads/2016/10/AA1000SES_2015.pdf)

<sup>15</sup> Mwiru, M.N. (2015). The Importance Of Community Participation In Development Projects At Local Level: A Case Of Dodoma Municipal Council. Unpublished Masters (Mzumbe University). Retrieved from <https://pdfs.semanticscholar.org/65ba/e3c7637f1e513ad02e5be59d22dd0c057044.pdf>

It is recommended that the following issues should be discussed with the community:

- The project manager should seek the input of the community on the design of the road. In deciding on design, some factors to consider include:
  - The installation of speed humps or bumps, their height, distance between them, etc. This is to control vehicle speed for safety on the road.
  - The need for bicycle tracks and footpaths
  - The design of road drainage system to provide passage for water away from the road and its surroundings.
  - Other issues related to road design as appropriate
- It is recommended to discuss and agree on the role of community members and representatives during the project lifespan. The project manager should be ready to accept reasonable demands of the community. For example, community members should be allowed to take part in the construction such as through provision of labour. This will provide the unemployed youth something to do even if it is only temporary. They could also request or demand that their representatives partake in monitoring activities. This is also good for the company, as it will help to ensure that the work meets specifications.

At the end of consultation, all issues discussed and agreed upon should be reduced to writing and signed by representatives of both parties in order to foster certainty and harmony during the project. The same issues should be clearly expressed in the request for proposal that Aflac finally sends out to construction companies to be included in their proposals.

- **Identification and Preparation of Alternative Route(s)**

During constructions, it is usual for roads to be obstructed. Under these circumstances, it is required that an alternative route is provided so as to allow access. In the case of the Afaka road project, there is need for the project manager and other relevant parties to seek an alternative route so as to allow continued access to and from the company's premises as well as into and out of the community. The company has hinted that there is another road leading to the area. However, it is likely to cause inconvenience because it is a far longer route and also in a bad state. Whatever the decision regarding the detour, relevant stakeholders should be informed and their buy-in obtained.

- **Determination of Cost and Source of Funding**

It is recommended that before the commencement of the project, the project manager should take steps necessary to determine the cost of the project and the means of obtaining funds for it. The issue of cost is so significant in project management that it is identified as one of the components of project triple constraints (the two other components being scope and schedule).<sup>16</sup> For projects of this nature, it is good practice to prepare some procurement documents and send them out to construction companies who are expected to respond through bids, tenders or quotations. According to the Project Management Institute (PMI),<sup>17</sup> procurement document could be request for information (RFI), invitation for bid (IFB), request for proposal (RFP), request for quotation (RFQ) or tender notice (TN).

This document will enable the company to solicit proposals through a bidding or tender process from prospective construction companies in order to make informed decision on which one of them to engage for the project. The project manager should be sure to include, in the procurement document, decisions on road design as agreed during consultations with the community and all other relevant factors that will inform cost estimates and other terms of the contract.

Having determined costs, the next issue that should top the agenda of the project manager is the source of funds. For this project, Aflac Plastics has indicated its intention to provide the needed funds. Nevertheless, there is need for the project manager to determine the budget, procedure for accessing funds, methods and criteria of spending. In other words, he must come up with a cost management plan.

- **Request for Proposal**

As stated above, determining the cost of the project largely depends on the response received after issuing the request for proposal (RFP). This means that the RFP needs to be properly crafted to cover the issues that are relevant to cost estimation. In addition, the RFP should address issues that are relevant to community engagement. This is because, according to the International

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<sup>16</sup> Baratta, A. (2006). The triple constraint: a triple illusion. Paper presented at PMI Global Congress 2006—North America, Seattle, WA. Newtown Square, PA: Project Management Institute.

<sup>17</sup> Project Management Institute (2013). A Guide to the Project Management Body of Knowledge. (5<sup>th</sup> Edition). Newton Square: Project Management Institute.



Finance Corporation, one of the key principles of community development programs is “effective community consultation”.<sup>18</sup> This will help to foster confidence between the company and the community, and ultimately lead to a successful project outcome. For the Afaka community road project, it is recommended that the following details be included as part of the RFP process:

- Road Design: The RFP should contain details of the nature of the road and its design. As discussed earlier (under “consultation with communities”), the design of the road should be one of the major points for deliberation at the time of community engagement. Examples of actors to consider here include:
  - The installation of speed humps or bumps, their height, distance between them, etc. This is to control vehicle speed for safety on the road.
  - The need for bicycle tracks and footpaths
  - The design of road drainage system to provide passage for water away from the road and its surroundings.
  - Other issues related to road design as appropriate
- Community Participation: The RFP should contain a requirement that members of the community will be allowed to actively participate during the project. For example, community youths could be engaged to provide labour during construction in return for remuneration. They could also be employed to security guards to provide protection for road construction materials. Female members of the community could also be allowed to participate as food and drinks vendors at designated places on site during the road construction work. This will provide them with a means to earn additional income.
- Monitoring Progress: As with every project, there is need to maintain an effective monitoring process in order to ensure that the final deliverable meets required specifications. Here again, the RFP should specify how monitoring for the project will be carried out. At the risk of overstating the need for community consultations and participation, it is here again recommended that community representatives be allowed to be part of the monitoring team. This will help to create a balance of opinion on project progress.

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<sup>18</sup> International Finance Corporation (2000). Investing in People: Sustaining Communities through Improved Business Practice: A Community Development Resource Guide for Companies. Retrieved from [https://www.ifc.org/wps/wcm/connect/topics\\_ext\\_content/ifc\\_external\\_corporate\\_site/sustainability-at-ifc/publications/publications\\_handbook\\_investinginpeople\\_wci\\_1319578798743](https://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/publications/publications_handbook_investinginpeople_wci_1319578798743)

Ensuring proper community consultation as part of the RFP process is advantageous for several reasons. First, it will provide a platform for company-community dialogue. This will foster a sense of belonging for community members and will also go a long way to promote harmonious relationship between the parties. Second, it will help to set boundaries so that external factors will not be allowed to disrupt the smooth execution of the project. Third, if the road is constructed according to inputs agreed by all parties, the company will not be held liable for any unwanted occurrences that may arise from its design.

Although these recommendations are intended to produce a successful project outcome, it could pose some challenges or raise issues of concern to Aflac Plastics. Possible issues could be that related to time. Consultations with community before sending out the RFP could delay starting the project, as more time will be expended thereby. Also, the community may make demands that the company (or construction company) finds difficult to meet. This could result in a deadlock and further delay the project. As daunting as these challenges appear, they are not insurmountable. Recommended actions here include:

- Consultations with the community should have both a schedule and a timeline of events that will produce the final result of the process. The community should be made to understand this from the beginning
- Consultations could also have clearly defined boundaries about issues that could be raised. Aflac must ensure that the community understands the need for it (Aflac) to provide services based on its capacity and capability.

- **Managing Environmental Footprints**

There is need to plan ahead on the management of environmental footprints during the project. For example, emissions from machinery, vehicles and so on used during the construction work could be enormous. This also applies to water usage. In addition, waste generated during operations could constitute a nuisance for the community that could be accompanied by serious environmental consequences. Therefore, the project manager should ensure that there is a plan for managing environmental footprints during the project.

## ❖ **Project Phase**

This is the execution stage in project management. During the project phase, there are several issues and accompanying actions that the project manager should take into account. At this stage, the actual work is in progress. It involves people, resources and stakeholder management in order to meet project specifications. The need may arise for changes to the original project plan. There will also be a system of reporting progress to provide room for analysis on milestones achieved and how it relates to project schedule, scope and cost. Hence, the main issues and actions that the project manager needs to ensure are well organized are:

### ➤ **Monitoring, Controlling and Reporting**

Here, the project manager and his team must monitor all project activities and be able to exercise reasonable level of control in order to be sure that the project is going according to plan. It is recommended that apart from the project manager and his team from the company, the community, through their appointed representative, should be given a chance to participate in monitoring. Also, when meetings are organized for status reporting on the project, community representatives could be invited to attend so that they can inform their members of any developments requiring their input or cooperation. Adopting these measures will help to ensure that the road under construction reflects the will of both company and the community and thereby eliminates openings for disputes. It will also foster a sense of belonging for the community and gives them a chance to be heard.

### ➤ **Change Management**

The project manager should have a change management plan to accommodate modifications to the project. This is the best way to allow for flexibility during the project. At the beginning of the project and after approval of the project charter, it is clear to everyone what the project is meant to achieve; time and resources required must have been set. There are however, times when some of those things need modification due to one reason or the other. In this project, change requests could come from the company, the community or even the construction company. The community could, for example, request that road bumps be installed instead of humps or that none should be placed at all. Since changes could negatively impact agreed schedule, cost, scope or the deliverable itself, it is recommended that a change management process should be agreed on and followed strictly. It is recommended that the project manager adopt the following simple

change management process:

- Change is requested and entered in the records
- Change request should be reviewed to determine which category it falls into
- Change request is assigned to someone who will undertake comprehensive analysis including on the implications of the change for the project
- Project manager should then review the change and seek for approval of the executive sponsor and any relevant party (it could be approved or denied approval)
- If approved, the project manager should then reflect the change in the project plan and take necessary steps to implement the change.

A sample change management template is provided in appendix C

#### ❖ **Project Termination Phase**

##### ➤ **Road Maintenance Agreement**

At the end of the project it is important that there should be an agreement over the process of continued maintenance of the road. This agreement should involve the company, the community, and even the local government authorities. Rules should be made about reasonable uses of the road to minimize damage. For example, there could be an agreement that large vehicles weighing beyond a certain threshold will not be allowed to ply the road, community members should abstain from breaking hard objects such as firewood or stones on the road, etc.

In the event of wears and tears arising from natural causes, there should be an agreement on how to fund repairs. Here, although Aflac Plastics could set aside funds, the local government authority could make financial contribution to maintenance. Another means of funding could come from the community. It is usual practice for community associations to levy fees on members to be used for community development purposes. Hence, they can commit part of their contributions to maintaining the road. One or a combination of these sources of funds could be used. The agreement should specify dispute-settling mechanism and be signed by all relevant parties.

A sample road maintenance agreement template is provided in appendix D

#### ❖ **Post-project Phase: Initiative for long-term Corporate Sustainability**

After the project has been concluded, Aflac Plastics should do a review of all documents, decisions, issues and actions that were part of it and analyze everything. Since Aflac Plastics finds

itself surrounded by a community in dire need of infrastructural support, this is expected to be the beginning of development projects to be undertaken by it. Indeed, the management of the company has reiterated its commitment to improving the lives of its community and adopting far better sustainability practices.

A daunting challenge to achieving this goal is the absence of a sustainability personnel, procedure or apparatus in the company. In the face of this challenge, it will be difficult for the company to live up to its expectation of sustainability. To nip this challenge in the bud, it is highly recommended that Aflac plastics set up a Corporate Sustainability Unit (CSU) of the company.

Although it could appear that what the company intends, in terms of pursuing development projects in its community, is “corporate social responsibility” (CSR), it is the view of this consultant that it is more appropriate to set up “corporate sustainability” unit (i.e., CSU instead of CSRU). The reasons are not far-fetched. First, corporate sustainability refers to the integration of economic, environmental and social aspects in business practices.<sup>19</sup> By providing infrastructure for communities, the company is actually pursuing sustainability, thereby touching environmental, economic and social aspects of life. Secondly, by adopting corporate sustainability, the company will be able to cater not only for the needs of its community but also its own requirements. For example, a corporate sustainability unit could help the company to adopt measures that will ensure energy and water efficiency, waste management, recycling and general environmental footprint reductions. This will in the long run save the company costs and expenses associated with conducting business as usual.

The existence of the CSU is certain to promote what Porter and Kramer refer to as “shared value”.<sup>20</sup> According to these authors, it is high time businesses harmonized pursuit of economic gains with advancing the needs of society. By so doing, companies will be creating shared value.

They went on to define shared value as:

...policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates. Shared value creation focuses on identifying and expanding the connections between societal and economic progress.

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<sup>19</sup> Kocmanová, A. & Dočekalová, M. (2011). Corporate Sustainability: Environmental, Social, Economic and Corporate Performance. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 59(7), 203-208.

<sup>20</sup> Porter, M. E. & Kramer, M.R. (2011) Creating Shared Value. *Harvard Business Review* 89(1-2), 62–77.

Going by the above definition, Aflac Plastics will be able to create shared value if it establishes a corporate sustainability unit that will be charged with the responsibility of recommending and executing initiatives that will serve not only the community but also its own economic progress. It is recommended that the CSU operate as outlined below:

- The CSU should, in addition to the company's goals, have its own Corporate Sustainability Goals clearly established
- There should be a Head of the CSU who could be designated as the Director of Corporate Sustainability
- Some staff of the company should be assigned to the unit. It is recommended to have a Community Relations Manager who will be the point of the contact between the community and the company
- The Unit should be able to operate a Sustainability Fund Account. This account should contain financial resources that the company sets aside for sustainability purposes. The Funds could also be accessed from grants from government and non-governmental organizations.
- The CSU should maintain a system of continuing sustainability education for the Director, staff and even selected company management. There are learning resources that they could leverage. For example, the United Nations Global Compact Digital Learning Platform<sup>21</sup>. Another rich resource is the Sustainable Development Goals Academy<sup>22</sup> that offer free online course covering a wide range of sustainability subjects etc. As part of this initiative, the company could through the CSU organize educational sessions for community members such as sensitization workshops.

## ● PROJECT RISKS

For the project to be successfully completed, there is need to pay attention to risks that are likely to occur and the best ways to treat them. A project risk is an uncertain event or happening that is likely to have an adverse effect on the project.<sup>23</sup> Joes<sup>24</sup> defined project Risk as a measure of the

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<sup>21</sup> 3BLMedia (2018, September 12). The UN Global Compact launches the Academy — a new digital learning platform to help companies become more sustainable. Retrieved from <https://www.3blmedia.com/News/UN-Global-Compact-launches-Academy-new-digital-learning-platform-help-companies-become-more>

<sup>22</sup> Details about the SDG Academy free online course could be found [here](#)

<sup>23</sup> (What is project risk, n.d.). Retrieved from <https://www.managementstudyguide.com/what-is-project-risk.htm>.

probability and consequence of not achieving a defined project goal. Risks could be Financial Risks, Supply risks, Quality risk, Human resources risks, Commercial risks, Technical risks, Scope risks, Legal risks, etc. Risk management must be at the core of project planning. It involves making preparations during project planning for uncertainties that are likely to occur during the life of the project. It has to do with establishing pre-emptive measures to deal with unexpected and unpleasant outcomes. Majeed states that the advantages of project risk plan are that it helps to eliminate catastrophe associated with projects, saves money, promotes organizational competitive advantage, ensures accountability and leads to project success.<sup>25</sup> According to PMI,<sup>26</sup> the stages of project risk management are:

- Risk Identification
- Risk Analysis
- Risk Response
- Risk Control and Documentation

For this project, possible risks include but are not limited to:

- Stakeholder engagement/Requirements risks. This could create problem because stakeholder expectations will not be clearly understood. Hence, project may not meet requirements.
- Budget risks. The budget allocated may not be sufficient to complete the project and/or there is no proper accounting mechanism for expenses incurred out of the budget.
- Scope risks. There could be a deviation from agreed project scope. Also change request implementation could affect the scope negatively.
- Schedule risks. Time allotted for the project in the schedule may not be enough and/or the schedule does not make provision for all activities and tasks needed to successfully complete the project.
- Communication risks. This could arise where there are no clear-cut communication channels and procedure and/or relevant stakeholders are not updated with progress of the project.

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<sup>24</sup> Joes irizar (July 2014) Project Risk management Tools and their effectiveness: conference paper retrieved from <http://www.researchgate.net/publication>

<sup>25</sup> Majeed, M. (2018, October 10). Risk Management: an Important Part of Project Management. Retrieved from <https://project-management.com/risk-management-an-important-part-of-project-management/>

<sup>26</sup> Project Management Institute. (2013). Supra note 17

- Supply risks. This could happen when suppliers of materials needed for the project fail to deliver totally or fail to do so on time or provide the right specifications.
- Resource risks. Human resource allocated to the project may be too few, lack knowledge or skills to carry out their work under the project. Equipment and other materials may also be inadequate to complete the project
- Environmental hazards could occur such as dust from clearing of the road for construction, improper waste disposal or management
- Aflac Employee performance could be negatively affected since their attention could become divided between their normal duties and the project work
- Funding the project could negatively affect Aflac's finances and could slow down the project and possibly prevent the company from undertaking other development project initiatives
- Disputes could arise thereby stalling progress of the project.

It is noteworthy that the construction company that the company eventually engages for the project can manage most of the possible risks listed above. This also where the significance of the RFP process comes into play. It is good practice to maintain a risk register or log. A sample risk register template is provided in appendix E

#### ● RISK MITIGATION STRATEGIES

A good risk management plan will also contain strategies for mitigating risks. Risk mitigation strategy refers to the responses and decisive actions or steps taken to cushion the negative impact of the risk on the overall success of the project. There are several risk mitigation strategies that the project manager could leverage. Some of the most compelling ones are discussed below:

- **Risk Avoidance:** Risk avoidance aims at eliminating the threat by modifying the project management plan<sup>27</sup>. Separating the parts affected by the risks and changing them to fit into the overall project objective can also achieve this. Risks can also be avoided by obtaining more details on project requirements, improving communication and sourcing relevant information.
- **Risk transfer:** Risk transfer involves allocating or shifting the risks to other parties. This could be because the other party is better suited to manage the risk. Applying this

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<sup>27</sup> *Ibid*



strategy does not wipe out the risk; rather, it moves it to another person to handle it.<sup>28</sup> A common method of risk transfer is that involving shifting liability from the insured to the insuring agency.<sup>29</sup>

- **Risk Sharing:** Another mitigation strategy is to proportionally distribute the risk among members of the project team. It usually involves collaborating with others to take part of the risks. For example, the company, community, Local Government Authority could share project risks so that no one party becomes adversely affected and this allows the project to proceed as planned
- **Risk Contingency Plan:** It is usual for the project manager to prepare an alternative cause of action in the event that a risk is likely to frustrate the project objectives. This alternative cause of action is called a contingency plan.<sup>30</sup> It is the “plan B” which the project manager can utilize to avert project failure. A good practice is to create a contingency fund. Contingency reserves are usually funds set aside for rainy days. Rather than abandon the entire project plan for an alternative, or giving room for the project to be adversely affected, contingency funds could instead be used to correct problems occasioned by risks (e.g., where risks increase project costs).
- **Risk acceptance:** Where risks are not so fundamental as to drastically affect the project, it may be accepted. This means that nothing will be done in respect of the risk. Risks can also be accepted where, upon weighing the pros and cons of acceptance versus non-acceptance, the project manager finds that the benefits of the former outweigh that of the latter.<sup>31</sup>

## 7. Vision, Governance and Staffing

### ● Vision

As discussed in the preceding sections of this document, the major aim of the project is to create a better future for both the company and the community. This is because the project will serve their respective economic and social interests. After completing the project, the once untarred and unsafe Afaka community access road will become constructed, tarred, easily accessible and

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<sup>28</sup> *Ibid*

<sup>29</sup> Pinto, J.K. (2016). *Supra* note 12, pp. 234-240

<sup>30</sup> Wiley, D., et al (2012). *Project Management for Instructional Designers*. Retrieved from <http://pm4id.org/>.

<sup>31</sup> National Academy of Sciences. (2005). *The Owner's Role in Project Risk Management*. Washington: National Academies Press.

convenient. The benefits of carrying out the project will begin to manifest immediately after its completion. However, more meaningful and measurable positive impacts are likely to be felt in the long term. Therefore, the implementing this plan has the following future prospects for Aflac Plastics and Afaka Community:

- Aflac company operations will improve, as movement of staff and materials will become far easier.
- The company will enjoy increased consumer patronage due to the ease of traveling to and from its premises
- The company will save on the amount previously needed for vehicle maintenance
- Incidences of accidents on the road will be significantly minimized, if not eliminated
- Electricity blackouts induced by fallen electric poles or damaged cables will be eliminated
- It will also open up avenues for other sustainability initiatives thereby having a positive impact on the reputation of the company in the society

For Afaka Community:

- There will be ease of movement to and from the community
- The road will help to boost economic activities within the community
- Significant reduction or elimination of road accidents will give the people a sense of security
- There is likely to be more people riding bicycles to ease transportation difficulties since majority of the people cannot afford cars. They rely mostly on commercial transportation. This is good for the environment, as fewer vehicles will ply the road.
- It is likely to draw people from outside the community to come and invest in profitable enterprises that will benefit the community

#### ● **Roles of Leadership of Aflac Plastics and Construction Company**

Since Aflac Plastics is the sponsor of this project, it is important that it does everything possible to ensure that it is successfully completed. A good way to achieve this is to obtain active support and participation of leadership and staff of the company during the life of the project. Key officers of the company that could be engaged to provide the support needed to carry out the project include:

- **The GMD of Atlas Field Group:** Since Aflac Plastics is a subsidiary of Atlas Field Group, the Group Managing Director (GMD) of the parent company has important roles to play in support of the project. He should keep himself abreast of the progress of the project. This will help to ensure that the project is being executed in line with the overall objectives of their organization. Whenever issues needing his attention are brought to his attention, he should act promptly and escalate issues that require inputs from the Board of Directors as needed.
- **The Executive Sponsor:** He should be active in his role as the general overseer of the project. This means that he should keep the lines of communication with the project team open at all relevant times. He should be available for consultation when needed. He should also monitor project progress and weigh it against planned scope, schedule and budget. He should provide necessary approval for project resources and changes in a timely manner.
- **Director of Human Resources:** The Director of Human Resources (HR) of the company should be ready to deploy some staff that will act as members of the project team. Staff should be deployed to work on the project according to their expertise and capabilities. Staff working on the project should have their regular work routines adjusted to facilitate their proper participation in project activities. In the event that the project manager requests for a change of or additional staff, the Director of HR should respond promptly to avoid delays in completing the project.
- **Divisional Manager of Aflac:** The Divisional manager (DM) of Aflac Plastics is likely to be the project Manager. This makes him responsible for almost everything discussed and recommended in this Development Plan. He has a lot to do and is ultimately responsible for the successful completion of the project. Therefore, he has to display efficiency, nimbleness, quality leadership and strategic thinking throughout the duration of the project.
- **Selected Construction Company:** The construction company has many important roles to play. Indeed, the successful completion or otherwise of the project depends heavily on the construction company. Hence, it should pay attention to details especially as contained in the RFP. It is to ensure that the road construction project is executed on time, within budget and according to scope. It must give priority to details specified in the RFP and ensure that the road, as constructed, meets required specifications. It is incumbent upon it

to exercise due diligence in executing the project so as to avoid many of the risks associated with undertakings of this nature.

- **Governance**

Project governance has been defined as the rules, methods, and strategies used to implement and guide projects.<sup>32</sup> A good project governance structure should have the following key features:<sup>33</sup>

- A functional project board
- A project sponsor
- Defined roles and responsibilities
- Regular meetings
- Risk management process
- Change management process
- Monitoring and control process

Afaka road project is to be implemented by the project manager in collaboration with the project team and with oversight by the executive sponsor. Roles and responsibilities should be clearly defined. Hence, project governance structure should consist of the following key persons:

- The executive sponsor
- The project manager
- The project team, including subject matter experts and analysts (e.g., communications analysts, risk analysts, change request analysts, etc.)

- **Staffing**

Staffing for the purpose of implementing a project involves steps taken to ensure that people with requisite capabilities are assigned to specific tasks. Staffing requirement should be determined at the project initiation stage. The project work breakdown structure is a key tool for identifying staffing requirements.

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<sup>32</sup> Harrin, E. (2019, April 20). Project Governance Structures. Retrieved from <https://www.thebalancecareers.com/project-governance-basics-4126578>.

<sup>33</sup> Harrin, E. Ibid.

There are simple staffing methods that could be used.<sup>34</sup> The first step is for the project manager to take stock of the available staff and their skills. Thereafter, the identified staff should be matched with the skills required for the project. The categories of staff to be considered include permanent staff and contract staff; and where there is need, new staff could be employed for the project. Apart from skills, another factor to consider are availability throughout the project. If, for example, a particular staff is also required to do some work at another branch of the organization, this could affect project performance. Where staff skills or capabilities is insufficient in relation to the project's requirements, it is possible to organize some form of training for the available staff to bring them up to date with required skills. Also, new staff could be employed to fill up the skills gap.

## **8. Funding Requirements, Sources and Processes**

As stated in section 6 of this development plan, a key recommendation for Aflac Plastics is to determine the costs associated with carrying out the project. In the same vein, there is need to identify the source of funding and the process to be used to manage it. The sum of these steps or processes is referred to as project cost management. According to the Project Management Institute<sup>35</sup> there are basically three stages in cost management namely cost estimation, budgeting and cost control.

### **● Funding Requirements**

To understand funding requirements, there is need to come up with a cost estimate for the project. According to Pinto<sup>36</sup> this is the first step that ought to be taken in order to determine whether or not the project is feasible. Common items for cost estimation include manpower, supplies, outworkers, apparatus, movement, etc. It is advisable to have the cost estimate in a table.

Aflac Plastics has received a cost estimate from construction company based in Kaduna State, Nigeria. Although it is not clear whether or not the Aflac Plastics intends to engage the services of this company for the project, the estimates it has provided will be used here to illustrate funding requirements. The total amount the construction company provided as estimate for the project is

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<sup>34</sup> Nayab, N. (2019). How to Develop a Staffing Plan for Project Management. *Bright Hub Project Management*. Retrieved from <https://www.brighthubpm.com/project-planning/88606-developing-a-project-management-staffing-plan/>

<sup>35</sup> Project Management Institute (2013). Supra note 17.

<sup>36</sup> Pinto, J.K. (2016). Supra note 12.

N13, 512,630.00 (this is the Nigerian Naira equivalent of \$37,266.07). Items upon which the estimates are based include:

- Construction facilities (installation and demobilization)
- Technical Personnel (Engineers and Surveyors)
- Security (personnel for security of the site and materials)
- Excavations (for culverts and side drains)
- Earth works
- Culverts
- Surface dressing

A cost estimate table should be prepared displaying budget items, cost according to project plan, actual cost and variance (See appendix F).

- **Sources of Funding**

The Executive Sponsor has stated that the funds for carrying out the project will be provided solely by Aflac Plastics Limited. This means that the amount will be drawn from the accounts of the company as a project budget. The PMI defines budgeting as the practice of gathering the expected expenditures of separate project activities to establish an approved cost reference. This enables the project's performance to be gauged against the amount set aside for it. A sample cost estimate and budget table is provided in Appendix F

- **Fund Management Processes**

Once an amount has been budgeted for the project, it is good practice to set it aside from the company's regular finances. A project account could be opened and withdrawals from it should follow a duly established procedure. For this project, the project activities should be broken down into stages or phases. Funds would then be released for each phase one at a time. There can be a requirement for approval by the Executive Sponsor before funds could be released or withdrawn from the project account. At the end of each phase or at other specified regular intervals, there is need to measure the amount spent out of the budget against the project performance in terms of schedule, scope and quality of work done. This is called project cost control. It allows the project manager to determine if work is progressing in line with the budget and whether there is need to adjust the budget. It also helps to determine if there is an impending budget risk and this allows for a risk mitigation strategy to be implemented.

## **9. Performance Management, Reporting and Verify Progress**

Performance management is an essential aspect of project management. It is the process by which the project is assessed to determine whether or not it is progressing according to plan. The plan is crafted in such a way that the project is carried out on time, on budget, within scope and to the satisfaction of all stakeholders. This is usually the overall objective of the project. To effectively analyze project performance, there is need to determine the key performance indicators (KPIs) for the project. A reporting process should also be established in order to keep relevant stakeholders informed of the status and performance of the project.

### **● Key Performance Indicators (KPIs)**

For the purpose of the Afaka community road project, factors such as budget, scope and time could be used to measure progress and even quality. However, due to the nature of this project, the real test of performance will best be measured after its completion. Therefore, the following can be used as KPIs to measure the project's performance before versus after completing the project:

- The ease or otherwise of movement on the constructed road for the company, community and other road-users
- The number of accidents recorded on the road within particular time frames
- The time spent traveling from one end of the road to another
- Occurrence or frequency of flood incidences
- The level of patronage of Aflac Plastic's products
- The amount Aflac Plastics spent on maintenance of vehicles plying the road
- The impacts on community socio-economic activities
- Nature of the relationship that now exists between the company and its community (harmonious or otherwise)

### **● Reporting Process**

Communication is key throughout the life of the project. Apart from communication between the project manager and team, it is essential to track the project and to maintain good communication in order to keep stakeholders informed. This is achieved through a Status Report. A status report is

“a regular, formalized report on project progress against project plan”.<sup>37</sup> The benefits of status reports include:

- It facilitates collection and transmission of information about the project
- Provides a means of passing information about the progress of the project
- Allows for effective communication with sponsors and stakeholders
- Maintains uninterrupted stakeholder backing throughout the project

For the purpose of the Aflac community road project, the Project Manager should prepare and present status reports, at regular intervals, to the project team, Executive Sponsor, company management and other stakeholders. The status reports should contain the following key items:<sup>38</sup>

- **General Information:** this is the introductory part and information to be contained here include the name of the Executive Sponsor, Project Manager and the period covered by the report.
- **Overall Project Status:** This section gives a high-level summary of the project’s progress. Areas of interest under this section are budget, scope, schedule and team confidence. It is good practice to use colour codes to enable visual assessment of the report. The most common ones used are Green (signifying that project is progressing according to plan), Yellow (signifying that there are minor issues of concern that need to be addressed) and red (signifying that the project is not going according to plan as there are significant issues that need to be addressed).
- **Detailed Status:** This section should contain a more detailed but brief description of the project, the key activities and accomplishments of the reporting period. It should also provide information on major tasks and deliverables for the next reporting period.
- **Issues and Risks:** The status report should identify the main issues that need special attention and the risks associated with them.

A sample status report template is provided in Appendix G

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<sup>37</sup>Project Status Reporting (n.d.). Retrieved from [https://www2.cdc.gov/cdcup/library/practices\\_guides/CDC\\_UP\\_Project\\_Status\\_Reporting\\_Practices\\_Guide.pdf](https://www2.cdc.gov/cdcup/library/practices_guides/CDC_UP_Project_Status_Reporting_Practices_Guide.pdf)

<sup>38</sup> Landau, P. (2017, August 23). The Ultimate Status Report Checklist. *ProjectManager*. Retrieved from <https://www.projectmanager.com/blog/project-status-report-checklist>



## 10. Milestones and Timeline

Milestones are essential tools used for time management during a project. They are useful for creating project schedules and for time tracking. Using the initial proposal received for the Afaka road construction project as an example, major milestones will include:

- Mobilization
- Site clearance
- Setting out
- Excavation (side drains)
- Excavation (culverts)
- Concreting of culverts
- Backfilling and Compaction
- Sub Bases
- Base Course
- Surface dressing
- Cleaning and Commissioning
- Demobilization

Each of these major activities will have a timeline for starting and ending as shown in the table below:

Table 1: Milestones/Timeline for Afaka Community Road Project

MILESTONE	TIMELINE (in days)						
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Mobilization	7 days						
Site clearance	3 days						
Setting out		4 days					
Excavation (side drains)		8 days					
Excavation (culverts)			3 days	3 days			
Concreting of culverts				2 days	2 days		
Backfilling and Compaction				2 days	2 days		
Sub-Bases					5 days		
Base Course						4 days	
Surface dressing						7 days	
Cleaning and Commissioning							2 days
Demobilization							2 days

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## Appendices

### Appendix A: Images of Afaka Community Socio-Economic life



Figure 12: Woman roasting and selling corn cobs. Energy source is charcoal.



Figure 13: Woman frying yams for sale. Energy source is firewood and children surround her

**Appendix A: Images of Afaka Community Socio-Economic life (Continued)**



Figure 14: Stall for selling small amounts of vegetables and providing paid grinding services



Figure 15: Stall for selling meat products and fish roasted on open wood and charcoal flame

**Appendix A: Images of Afaka Community Socio-Economic life (Continued)**



Figure 16: Provisions stall for selling things like bread, satchet water, phone cards, soft drinks, soaps, candy, etc.



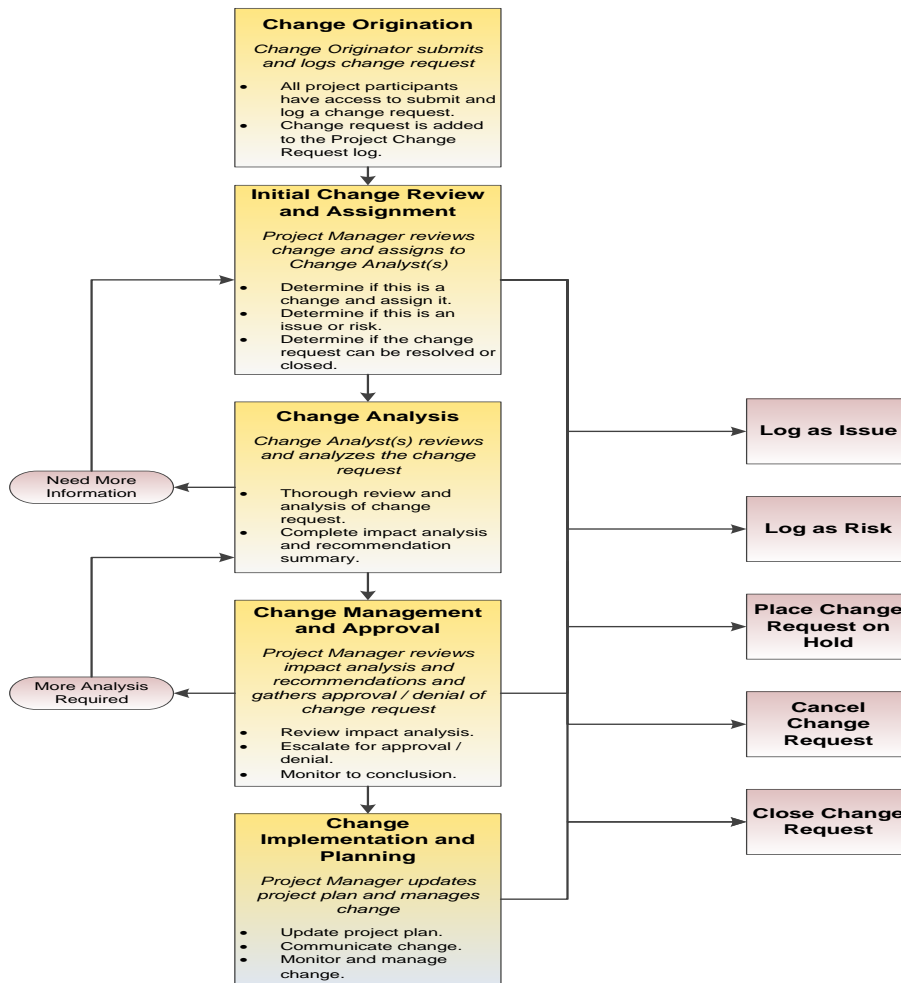
Figure 17: Stall for petty trading of staple foods, charcoal and charcoal stoves

**Appendix B: Sample Stakeholder Register Template**

Stakeholder Management Plan									
Project Name:					Project Manager:			Date:	
Who	What				How	Who	When	Other	
Stakeholder	Stakeholder's Role	Influence High/Low	Interest High/Low	Support Neutral Against	Monitor Inform Satisfy Manage	Strategy	Strategy Owner	Strategy Date	Comments

- Stakeholder:** Enter the names of the project stakeholders
- Stakeholder's Role:** Enter the stakeholders role in the project
- Influence High/Low:** Use the dropdown box to enter the stakeholders level of influence in the project (Select High or Low)
- Interest High/Low:** Use the dropdown box to enter the stakeholders level of interest in the project (Select High or Low)
- Monitor, Inform, Satisfy or Manage:** Use the dropdown box to select an approach for the stakeholder based on their level of influence and level of interest:
  - High influence/High interest: Manage by fully engaging them in the process
  - High influence/Low interest: Satisfy with levels of communication necessary to meet their needs
  - Low influence/Low interest: Monitor for changing needs and interests
  - Low influence/High interest: Inform with appropriate levels of communication to safeguard against issues
- Strategy:** Enter a strategy action based on the selection of monitor, inform, satisfy, or manage
- Strategy Owner:** Enter a strategy action owner
- Strategy Date:** Enter a strategy action date
- Comments:** Enter necessary comments based on the stakeholder line item

## Appendix C: Sample Change Management Process and Register (log) Templates



Project Name						
Change Log						
Change #	Date	Entered By	Change Description	Owner	Comments	Status
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						



## Appendix D: Road Maintenance Agreement Template

### ROAD MAINTENANCE AGREEMENT

This agreement dated this .....day of.....,20.....is applicable to the undersigned parties as prescribed below:

#### RECITALS

WHEREAS, the.....("the Road") is a public way to which all parties have a right of use.

WHEREAS, Aflac Plastics Limited executed a project to build the road as part of its corporate sustainability initiatives.

WHEREAS, the parties desire to enter into an Agreement regarding responsibilities for maintenance of the Road.

#### AGREEMENT

##### It Is Therefore Agreed As Follows:

- 1. Reasonable Use:** Use of the road is permitted for parties to this agreement and the general public. However, the Road shall be used in such a way as to maintain its quality. Hence, vehicles with gross weight of up to...kg shall not be permitted to ply the road; breaking of hard objects (e.g. wood and stones) is forbidden.
- 2. Good Repair/Maintenance:** The Road shall be kept in good repair so as to allow unhindered movement of vehicles, bicycles, and pedestrians. Maintenance shall take the form of crack-filling and sealing, spreading of new gravel, placement of new pavements, pot hole patching, minor reshaping and other measures as the parties may deem necessary. Routine maintenance work shall be carried out on a ..... yearly basis.
- 3. Responsibility for Cost of Maintenance:** The cost routine maintenance shall be borne by both parties on a ratio of ..... In the event of willful damage to the Road caused in violation of this agreement, the party in breach shall bear the cost of repair/maintenance solely.
- 4. Binding Effect and Enforcement:** This agreement is binding upon all parties and each party has a right to enforce it through an action in a court of law.

**Appendix D: Road Maintenance Agreement Template (Continued)**

**EXECUTION**

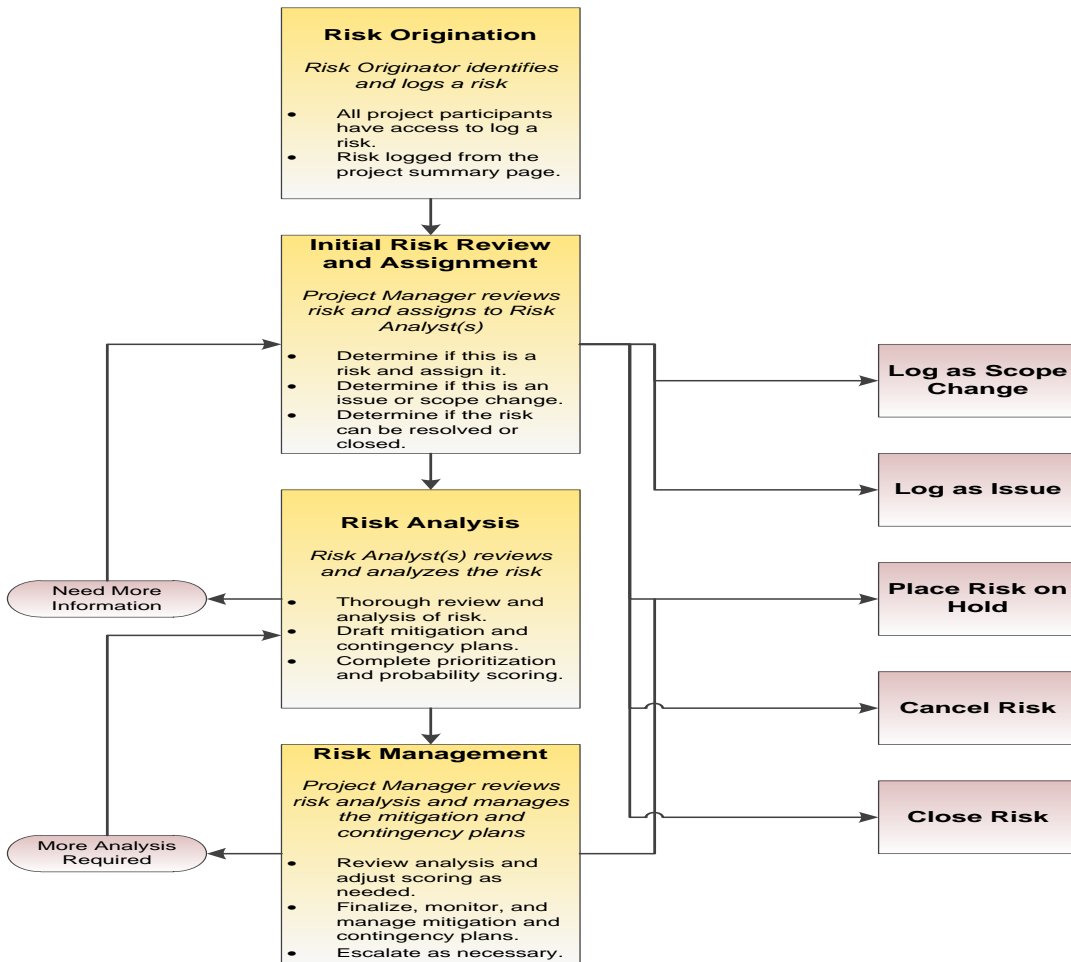
**The parties, intending to be legally bound, have executed this agreement as follows:**

Party A: \_\_\_\_\_  
Signature/Seal Date

Party B: \_\_\_\_\_  
Signature/Seal Date

Witness: \_\_\_\_\_  
Signature/Seal Date

## Appendix E: Sample Risk Management Process and Register (log) Template



Project Name										
Risk Log										
Probability: What is the likelihood of this risk becoming a problem? Enter a value from 1 (low) to 10 (high)										
Impact: What is the damage if the risk does become a problem? Enter a value from 1 (low) to 10 (high)										
Risk #	Date	Entered By	Risk Description	Probability	Impact	Risk Score	Owner	Comments	Status	Next Review Date
1						0				
2						0				
3						0				
4						0				
5						0				
6						0				
7						0				
8						0				
9						0				
10						0				

## Appendix F: Sample Cost Estimate and Budget Table

### Project Name Cost Estimate and Budget

**Instructions:**

Consult with the Project Sponsor to determine what should be included in the Cost Estimate and Budget.

Capital and Expense Costs				
Budget Item		Plan	Actual	Variance
Facilities <i>(installation and demobilization)</i>		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
Technical Personnel <i>(Engineers and Surveyors)</i>		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
Security Personnel <i>(personnel for security of the site and materials)</i>		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
Excavations <i>(for culverts and side drains)</i>		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
Earth Work		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
Surface Dressing		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
Culverts		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
		\$0	\$0	\$0
Other: (specify)		\$0	\$0	\$0
Other: (specify)		\$0	\$0	\$0
<b>Total Costs</b>		\$0	\$0	\$0

**Appendix G: Sample Status Report Template**

**Project Name**  
**Status Report**

Status Report Information	
<b>Project Sponsor</b>	
<b>Project Manager / Lead</b>	
<b>Reporting Period</b>	

Section 1 – Overall Status				
<i>Green = Progress equal or better than planned; no significant changes or issues.</i>				
<i>Yellow = Caution; early alert; corrective action is or may be required.</i>				
<i>Red = Progress is less than planned; significant changes or issues need to be considered.</i>				
	Green	Yellow	Red	Comments
Scope				
Schedule				
Budget				
Team Confidence				

Section 2 – Detailed Status
<p><b>Project Summary</b> <i>Provide a brief description of the project.</i></p>
<p><b>Key Accomplishments / Activities for this Reporting Period</b> <i>List the project accomplishments / deliverables completed during the defined reporting period. Include their due dates and actual completion dates. If a date is missed, provide an explanation as to why.</i></p>
<p><b>Key Tasks / Deliverables for Next Reporting Period</b> <i>List the project tasks / deliverables due during the next reporting period. Include their due dates. Items listed in this field should transfer to the Key Accomplishments / Activities for this Reporting Period field on the next status report.</i></p>
<p><b>Project Meetings / Presentations</b> <i>List the time and location of project meetings / presentations.</i></p>

Section 3 – Key Issues and Risks						
<i>What issues, risks, or roadblocks have been encountered that impact the scope, schedule, budget, or overall expectations of the project and should be communicated to the project team and upper management? (Ex: Resource constrains, identification of new functionality, etc.)</i>						
#	Issue / Risk	Status	Person Responsible	Submit Date	Resolution	Resolve Date