

A. PROJECT NEED

What priority sector(s) does this project support? Select all that apply, include subsector if applicable.

- | | |
|--|---|
| <input type="checkbox"/> Agriculture <input type="checkbox"/> Aviation and Aerospace <input type="checkbox"/> Construction <input type="checkbox"/> Energy (including Cleantech and Hydrogen) <input type="checkbox"/> Film <input type="checkbox"/> Finance <input type="checkbox"/> Forestry | <input type="checkbox"/> Information and Communications Technology (including Fintech) <input type="checkbox"/> Manufacturing (including Pharmaceutical) <input checked="" type="checkbox"/> Tourism and Hospitality <input type="checkbox"/> Transportation and Supply Chain <input type="checkbox"/> Veterinary Services Subsector: Outdoor Tourism Non-priority sector: Click or tap here to enter text. |
|--|---|

Labour Market Need

In 500 words or less, identify the labour market need and describe how this need will be addressed. Use labour market information, data and statistics to support project need. If a subsector has been identified, describe how the subsector is connected to the primary sector.

Alberta is known internationally for its outdoor experiences. Outdoor activities drive a significant portion of tourism in Alberta, bringing job creation and economic benefits to outdoor tourism businesses and other industries in the province.

COVID-19 has caused significant disruption to the tourism labour market in Canada, much greater than the economy overall, with slower recovery and a disproportionate impact on youth and minority populations. COVID's devastating impact amplified workforce issues. In Alberta, tourism employed 248,400 individuals in February 2020; by April, the number of employed tourism workers had fallen by 41.9% to 133,200 people. The unemployment rate in the sector reached 29.0% the following month, 13.1% above the overall unemployment rate for the province at the same time. Persistent trends indicate that the shortfall of workers for the sector will get worse, with shortages greater than pre-pandemic levels.

Prioritizing re-employment is essential to the recovery of the visitor economy in Alberta. The Outdoor Industry in Alberta, like the Canadian Tourism sector, comprises a diverse workforce with skills covering the entire spectrum from entry-to-practice to highly skilled professions such as Mountain Guides, Whitewater Rafting Guides, etc.

Training, reskilling, and upskilling are needed for the Outdoor Industry to recover and ensure the provincial industry remains globally competitive and resilient. Skills erosion and the need for product growth also mean that training in fundamental business skills is in high demand, especially for tourism products offered in rural areas, nature-based experiences, and Indigenous tourism. COVID-19 forced the permanent closure of many tourism businesses, depleting many essential industry products. Recovery requires outdoor businesses to update their workforce development models. Without this effort, the loss of products and depreciated quality of services further reduces the ability of the Albertan industry to compete for visitors.

Currently, the set of accepted practices used by the outdoor industry is fragmented. Re-alignment across the industry is needed to offer high-quality experiences, reduce the likelihood and severity of accidents, protect the natural environment, and promote effective business management.

In 2021, Employment and Social Development Canada funded the development of the 'Tourism Competency Framework' – now governed by Tourism HR Canada. The Framework is a comprehensive library of competencies covering the broad range of skills associated with Canadian tourism jobs. The Framework improves coherence in defining skills for the sector, fosters learner and labour mobility, and contributes to increased productivity by informing practices. This ground-breaking, forward-looking model will inform workforce and labour adjustments or needs, such as:

- improving the quality of education and training provisions;
- informing curriculum content for better alignment with ongoing market demands/needs;
- providing a system for individuals to compare credentials or qualifications acquired in Alberta, Canada, or internationally with skill requirements for specific occupations;
- identifying routes of learning and career paths; and
- assisting governments and employers with making more accurate projections on skills needs.

This project, led by the Outdoor Council of Canada (OCC) and in collaboration with Tourism HR Canada, will integrate the Tourism Competency Framework within Alberta's outdoor tourism industry and thus address multiple labour market needs.

Project Uniqueness

In 250 words or less, demonstrate how your project does not duplicate existing programs, services or initiatives provided by government, contracted agencies, training providers, etc.

- Is this project or something similar being done already?
- How is your project different from what is already being offered?
- What steps did you take to determine your project is not a duplication?

This project has two unique features. One feature is that it will provide Alberta's outdoor tourism industry with its first unified standards framework.

The second unique feature that ensures duplication is not made, is the community engagement philosophy used throughout the project. Alberta's outdoor tourism industry is influenced by and impacts multiple institutions and communities. This project is designed where these stakeholders will be consulted before, throughout, and afterwards, which will influence project outcomes and success. The OCC has been working with the Alberta outdoor community since 2008. Our stakeholder consultation has identified that community engagement of this type and scope has not been done before. We will ensure this uniqueness continues through ongoing consultation and engagement with stakeholders.

Project Priority

Select **one** priority that best applies to your project. In 250 words or less, clearly describe how this project supports the selected priority.

Supporting industry to enable economic recovery

COVID-19 demonstrated the importance of spending time outside, further highlighting the tremendous economic potential of Alberta's outdoor industry. Concurrently, this industry has been struggling to match its potential due to many workforce challenges.

COVID-19 has put a strain on essential staffing pipelines and has forced many professionals to leave the industry. Numerous experienced business leaders and mentors are close to retirement. The industry risks losing this basin of skills and knowledge, leading to more significant labour shortages.

Without a workforce providing high-quality and safe services, Alberta cannot benefit from the full economic potential of outdoor tourism. Most outdoor businesses are registered in smaller and rural communities. A thriving outdoor industry means economic diversity across the province.

This project aims to improve the resiliency of the labour market by increasing the professionalism, skills, and standards of the people working in the industry today and tomorrow, thus enabling the province to leverage its unique natural assets for diversified economic growth and ensure Alberta remains a worldwide leader in outdoor tourism experiences.

Investing in Alberta's future workforce.

Building a diverse, equitable and inclusive workforce.

B. PROJECT DESCRIPTION

Project Overview

In 500 words or less, provide a detailed summary of the project.

The OCC is uniquely positioned as project leader, actively collaborating with organizations critical to this project. An important collaborator is Tourism HR Canada (THRC). THRC will be hired as a consultant and provide access to their Tourism Competency Framework. Many project partners such as the Association of Canadian Mountain Guides, the Interpretive Guides Association, the Eco Tourism and Outdoor Leadership program at Mount Royal University, and the Outdoor Recreation Coalition of Alberta will participate as members of the Advisory Committee. Indigenous Tourism Alberta will be approached to participate in the advisory committee. Experts in subject areas which are beyond THRC and OCC's expertise areas will maximize positive project outcomes and achieve equity, diversity and inclusion goals. To align with Truth and Reconciliation practices, they will be compensated as they will provide input to a non-Indigenous led project.

Legal expertise is required during the project specifically to assess, understand and advise on workforce liability implications due to the outdoor nature and possible risk implications of workforce framework development.

The startup phase of the project includes establishing the advisory committee. They will ascertain the final project design, provide support throughout, and advise as needed. It will comprise 10 organizations including key stakeholders. During this phase, a project manager will be hired by the OCC.

The discovery phase will focus on outdoor certifying bodies and post-secondary institutions through a competency mapping exercise between their training programs and the Tourism Competency Framework. The scope of the mapping exercise will include the National Occupational Standard (NOS) for Adventure

Guide and NOS for Small Business Owner/Operator. This will identify how these programs overlap with our country's highest national standard for tourism. This process will also identify how the training provided by the certifying bodies and institutions goes beyond the Tourism Competency Framework (identifying potential gaps). Finally, this process will identify the overlap between training programs and improve the ability for this community of organizations to streamline workforce development pathways for outdoor professionals.

The engagement phase aims to enable businesses to understand the framework, its usefulness, and how to use the tools available to meet workforce needs. There are currently 4 tools in the Workforce Management Engine. These are the Job Description tool, Customized Occupational Profiles tool, Job Comparisons tool and Skills Checklists.

In addition, land managers, tourism associations, municipalities, and the Alberta Camping Association will be consulted to ensure that the global direction of the project supports their aims. Outdoor tourism businesses will be recruited as Subject Matter Experts to review and validate the NOS. The consultation process will consist of a mix of in-person and virtual meetings, focus groups and online software designed for social acceptability consultation. Through engagement, we aim to have stakeholder buy-in as they will "see themselves" in the National Framework.

The next stage will be implementation. This stage will include a broad cross-section of outdoor tourism businesses to define implementation needs, gaps, and tools to be developed. We anticipate some 1-on-1 support may be needed during implementation as business needs will be unique.

The closing phase will compile the information in a final report. The report will facilitate dissemination of relevant information facilitating the growth of the outdoor tourism industry in the province, make recommendations to relevant stakeholders and identify workforce needs to be addressed by future projects.

Project Outputs

Using the table below, list each output and its measurement.

- Outputs are products or services that the project produces to achieve outcomes.
- Outputs should be measurable.
- Outputs answer the question, "What will the project produce?"

Leave unused spaces blank.

| Outputs (Activity) | Output Indicators (Quantity) |
|---|---|
| <i>Examples:</i> <ul style="list-style-type: none"> ● Workshops ● Workshop Participant Survey ● Awareness Campaign | <i>Examples:</i> <ul style="list-style-type: none"> ● 15 workshops delivered, 300 workshop participants ● 50% of workshop participants responded to the survey ● 5 social media ads, 1000 clicks |
| a) Report outlining the developmental pathways for outdoor professionals, including the pathway to becoming a business owner. | One report is written. The report is disseminated by project partners to their members (about 1500 outdoor professionals in Alberta). The report is used by the Eco-Tourism and Outdoor Leadership program at Mount Royal University as part of the professional pathways curriculum delivery (currently, the ETOL program is Alberta's only post-secondary program training outdoor professionals) |
| b) Mapping reports on Tourism Competency Framework with available and existing outdoor certification and training/curriculum programs' curriculum. | 2-4 mapping reports. |
| c) Discovery Phase report, outlining workforce challenges the outdoor industry is | One report |

| | |
|---|---|
| currently facing and potential barriers to implementing the competency framework. | |
| d) Online meetings with stakeholders in the engagement and implementation phases. | 4 meetings per phase. Meetings inform how the framework can support businesses, relevant stakeholders, and how it can be best implemented. The indicator of this is changes to the framework, tool development, and specific actions chosen in the implementation phase. |
| e) In-person meetings with stakeholders in the engagement and implementation phases. | 9 meetings total in strategically chosen locations in Alberta. Meetings inform how the framework can support businesses, relevant stakeholders, and how it can be best implemented. The indicator of this is changes to the framework, tool development, and specific actions chosen in the implementation phase. |
| f) New competencies drafted and validated at a provincial level. | 2-5 new competencies. |
| g) New tools to support stakeholder's integration with the Framework. | 2-5 new tools. |
| h) Final report on recommendations for further/ future alignment with the Tourism Competency Framework. | One report |
| i) Disseminating information to the industry. | Engaging with 15 organizations strategically connected to the Alberta outdoor tourism industry throughout the project. When relevant reports are completed asking these organization to disseminate the relevant information through their communication channels. Pre-writing social media content and asking the 15 organizations to post or share as relevant. |

Implementation Plan

Complete the Implementation Plan table to provide a breakdown of the project's work schedule. The table is constructed to accommodate a maximum timeline up to 36 months. Some activities may repeat throughout the project; indicate how they differ.

Leave unused spaces blank.

| Timeline | Project Stage | Project Activities Describe each activity | Activity Lead Title and organization |
|----------------------------------|--------------------------------------|---|---|
| <i>Example</i> Months 1-3 | <i>Example</i> Program Launch | <i>Example</i> <ul style="list-style-type: none"> • Develop in-depth communications plan • Identify advisory committee members | <i>Example</i> Project Manager - Grant Applicant |
| Months 1 – 3 | Startup | Establish project team, recruit and establish a project Advisory Committee, hire and onboard a project manager. | Executive Director Outdoor Council of Canada |
| | Startup | Conduct a full-day (in-person) kickoff meeting between OCC and THRC to establish a working relationship and | Executive Director Outdoor Council of Canada |

| | | | |
|----------------|-----------|---|---|
| | | confirm project deliverables, timelines and discuss expectations | |
| | Startup | Finalize detailed project plan, develop a project communications plan and a stakeholder engagement plan | Project Manager Outdoor Council of Canada |
| Months 4 - 6 | Startup | Conduct a project information meeting with Advisory Committee to inform on project plan and project outcomes/goals. Receive feedback and make changes to project plan as needed. | Project Manager Outdoor Council of Canada |
| | Discovery | Conduct research to understand the landscape of the outdoor industry in Alberta and Canada (certifying bodies, associations, educational institutes, land managers, relevant regulations, etc.). Research activities may include online searches, online engagement platforms, surveys, phone interviews. Submit a final report outlining the developmental pathways for outdoor professionals, including the pathway to becoming a business owner. NOTE that this activity is scheduled to begin at month 4 and last until month 12. | Tourism HR Canada |
| Months 7 - 9 | Discovery | Map the Tourism Competency Framework with the existing outdoor certification and training/curriculum programs to identify existing alignments and potential gaps. NOTE that this activity is scheduled to begin at month 4 and last until month 12. | Tourism HR Canada |
| Months 10 - 12 | Discovery | Facilitate 1-2 working sessions (in-person) with industry stakeholders to discuss workforce challenges and get a better understanding of their expectations. Identify workforce challenges the outdoor industry is currently facing and strategies on how to best implement the competency framework. Environmental and diversity, equity, | Project manager – Outdoor Council of Canada (facilitation in collaboration with THRC facilitation team). |

| | | | |
|----------------|------------|--|---|
| | | inclusion and belonging (DEIB) intersectional approach will be utilized during this phase of the project to ensure long term outcomes of the project contribute to a more sustainable outdoor industry/ workforce. Submit final report on findings. | |
| Months 13 - 15 | Engagement | Develop communications and key messaging for engaging stakeholders, based on findings from the discovery phase. Special attention to sensitivity and respect for the current outdoor programming will be of utmost importance when writing and establishing this messaging. | Project manager – Outdoor Council of Canada |
| Months 16 - 18 | Engagement | Recruit Subject Matter Experts to be involved in the various stages of the project. Note, at this time we anticipate this will include 4 stakeholder groups, but this may change depending on the findings from the discovery phase of the project:1. Outdoor operators / business owners2. Certifying bodies3. Educational institutes 4. Land managers / regulatory bodiesA strong attention to recruiting diverse individuals/ organizations will be of utmost importance to ensure the outcomes of this project meet the needs of the outdoor industry’s current diverse workforce and future workforce needs. This includes, but not limited to Indigenous, People of color, women, people who are gender diverse and persons with disabilities. | Project manager – Outdoor Council of Canada |
| Months 19 - 21 | Engagement | Conduct 4-6 consultation sessions with industry. The purpose of these sessions is threefold:1. | Project manager – Outdoor Council of Canada (facilitation |

| | | | |
|-------------------|----------------|---|---|
| | | <p>Introduce the tourism competency framework and existing tools within the Workforce Management Engine (WME) to relevant project stakeholders.2.</p> <p>Share the current National Occupational Standard (NOS) for Adventure Guide with relevant project stakeholders for review. Note, some stakeholder groups may benefit from reviewing the NOS for Small Business Owner/Operator as well. 3. Work with stakeholders to identify additional competencies needed or changes to the current NOS.Note, due to the seasonality of the outdoor industry – timelines for this activity may need to be flexible depending on project start date as stakeholders may not have the capacity to participate in the project during peak seasons.</p> | in collaboration with THRC facilitation team). |
| | | | |
| Months 22 - 24 | Implementation | Conduct research and draft new competencies, review competencies with Subject Matter Experts online, and validate through consultation at the National level. | Tourism HR Canada |
| | Implementation | Develop new tools to assist stakeholders with aligning with, and implementing the competency framework in their operations/curriculum/ policies, etc. Note that the tools developed will be tailored or adapted to each of the four stakeholder groups as their needs and how they use the competencies may be different. | Tourism HR Canada |
| | | | |
| Months 25 - 27 | Implementation | Provide support to the organizations, 1-on-1 as needed. We will work with the organization to facilitate the implementation and use of the competencies within their ongoing activities.Adjustment and revisions to the tools will be made as necessary. | Project Manager – Outdoor Council of Canada in collaboration with THRC. |
| | | | |

| | | | |
|-------------------|----------------|--|---|
| | | | |
| Months 28 - 30 | Implementation | Dissemination of project findings and presenting tools from the project (presenting at forums, preparing webinars, information sessions, etc.) | Project manager – Outdoor Council of Canada in collaboration with THRC. |
| Months 31 - 33 | | | |
| Months 34 - 36 | Closing | Produce a final report on recommendations for further/ future alignment with the Tourism Competency Framework | Tourism HR Canada in collaboration with OCC project manager |

C. OUTCOMES AND MEASURES

| Outcomes and Measures | |
|--|---|
| <p>Describe each project outcome and its measurement of success using outcome indicators.</p> <ul style="list-style-type: none"> • Outcomes are what the project intends to achieve. An outcome is an effect your project has on the issue(s) the project is addressing. • Outcome indicators are specific items of data that track a project's success. Indicators describe observable, measurable characteristics or changes that represent the achievement of an outcome. <p>Leave unused spaces blank.</p> | |
| Outcome | Outcome Indicator(s) |
| <i>Example: Employers improve their hiring practices</i> | <i>Example:</i> <ul style="list-style-type: none"> • 70% of employers surveyed, report increasing their inclusive hiring knowledge and skill after completing the workshop. • 70% of employers surveyed, reported engaging in inclusive hiring after completing the workshop. |
| 1. Increased awareness of the Tourism Competency Framework | a) 100% of engaged stakeholders are aware of the Tourism Competency Framework and its benefits. |
| 2. Alignment with Tourism Competency Framework | a) 80% of engaged certifying bodies and post-secondary institutions feed in to and accept the framework, with plans to align/ integrate. b) 80% of |

| | |
|---------------------------|--|
| | engaged businesses feed in to and plan to use the framework to hire and train staff.c) 30% of land managers plan to use the framework as part of providing licenses to business operating in their area of jurisdiction. |
| 3. Stronger Alberta brand | a) The use of the framework by the outdoor tourism industry is highlighted by Tourism Industry Association of Alberta, other tourism associations, and Alberta Forestry and Parks to promote that the outdoor tourism industry in the province follows the highest national standards. b) In addition, Tourism HR Canada will showcase Alberta's outdoor industry as a national leader in utilizing the Framework. |

D. ABILITY TO DELIVER

| Ability to Deliver | |
|--|--|
| <p>Years of Organizational Experience 2 - 5</p> <p>Area(s) of expertise</p> <p><input checked="" type="checkbox"/> Training</p> <p><input type="checkbox"/> Workforce Development</p> <p>Other coordination and collaboration within outdoor industry</p> | <p>If your organization has less than two years experience, is there a project partner with a minimum of two year's organizational experience?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, indicate partner name and years of experience.</p> <p>Click or tap here to enter text.</p> |
| <p>In 300 words or less, describe your organization's expertise in delivering projects that address workforce challenges. Include knowledge, capacity to deliver and previous project experience.</p> <p>If applicable, indicate previous government-funded workforce projects.</p> | |
| <p>The OCC has unique experience in creating and coordinating a unified outdoor voice for the outdoor industry in Canada. The OCC was the promoter of the Canadian Outdoor Summit, a project which ran from late 2018 until early 2022. Through national consultations, the Summit identified key approaches, barriers, and directions of value for labour market needs related to the outdoor industry. The lessons learned through the Summit will be implemented in this project to maximize success.</p> <p>The OCC, and other project partners such as the Association of Canadian Mountain Guides, Interpretive Guides Association, Eco Tourism and Outdoor Leadership program at Mount Royal university, and the Outdoor Recreation Coalition of Alberta are subject area experts regarding the outdoor tourism industry in Alberta. Collectively, these organizations have more than 150 years of experience in training current and emerging outdoor professionals, establishing accepted practices for the industry and engaging with relevant stakeholders of the industry.</p> | |

Tourism HR Canada has unique expertise perfectly tailored for projects of this kind. As primary collaborators, they have informed the design of this project from the very beginning. Tourism HR Canada has received funding from various governments to carry out numerous multi-year projects, with the first contribution agreements set in 1993. Tourism HR Canada was deemed exemplary, with a 30-year track record of delivering performance-based results, including several foundational/systemic labour market initiatives.

Furthermore, consultation, group engagement and facilitation techniques are widely used and mastered within the outdoor industry. As such, this project applies the most effective methods to generate and disseminate knowledge within the industry and achieve buy-in by stakeholders. A dedicated project manager will be hired to oversee all aspects of the project, maintain quality, and ensure outcomes are met.

E. PARTNERS

Partner Roles

List all partners and their role(s) in the project. Include letters of commitment as supporting documents. Partner commitments listed in the letter should match what is contained in this application.

| Partner Name | Partner Role |
|---|---|
| Outdoor Council of Canada | Primary partner to the project. Our significant contribution includes project design, the Executive Director's time on this project (this person will support the project manager and complete some specific project tasks), sharing of intellectual property, leveraging our network and communication to members. Of particular importance, the Executive Director will address any emerging situations where tensions may lead to a stakeholder leaving the process or delaying the project. Depending on how the project evolves, or events outside of our control, this may require a significant amount of time. |
| Interpretive Guide's Association, Association of Canadian Mountain Guides and Outdoor Recreation Council of Alberta | These project partners will provide one or more of the following: • Participation on the advisory committee. • Sharing of relevant intellectual property. • Access to their network by supporting recruitment needs. • Communication to members. Partners are largely not for profit organizations with limited financial margins. Providing their time, intellectual property, access to network and communication to members for free is a significant contribution when comparing to their net capacity. These partners are well positioned within the industry. They have an excellent reputation, an extended network and in-depth knowledge of the industry. Their presence in the project development phase is of strategic interest and denotes the project is on good footing. |
| Eco-Tourism and Outdoor Leadership Program at Mount Royal University | This partner will provide one or more of the following: Participation on the advisory committee. Sharing of relevant intellectual property. Access to their network by supporting recruitment needs. Communication to program alumni. Providing their time, intellectual property, access to network and communication to members for free is a significant contribution when comparing to the programs net capacity. As the only post-secondary program training outdoor professionals in Alberta, this partner is well positioned within the industry. They have an |

| | |
|-----------------------|---|
| | excellent reputation, an extended network and in-depth knowledge of the industry. Their presence in the project development phase is of strategic interest and denotes the project is on good footing. |
| Tourism HR Canada | Not a partner per the definition of the government of Alberta as they will be hired as a contractor. Tourism HR Canada is an essential collaborator to this project. Their experience in similar projects is crucial to the success. Furthermore, they have a high interest in seeing the achievement of the project outcomes and are acting in a manner akin to a partner. This application has been co-written by the OCC and THRC. |
| Government of Alberta | Partner as the funder for the project. The Government can be a further partner by having relevant representatives of the Alberta Forestry and Parks department participate in the consultation process and use the unified framework in delivering permits for businesses to operate (Guaranteeing and surpassing the achievement of outcome 2.c). |

F. RISK MANAGEMENT

| Risk Management | | | |
|---|--|----------------|--|
| <p>Identify five project risks, including budget, time overages and low stakeholder participation. Indicate the likelihood of the risk occurring, the impact it will have on the success of the project and how the strategy will reduce the risk should it occur, beyond planned project activities.</p> | | | |
| Risk | Occurrence Likelihood | Project Impact | Mitigation Strategy |
| Not enough stakeholders engage in the project, making validation of the competencies unattainable. | Possible - Risk is likely to occur as not occur. | High | <ul style="list-style-type: none"> Once a project start date is solidified, a detailed project timeline will be drafted, keeping seasonality of the outdoor industry top of mind. In addition, longer recruitment time will be given to ensure diversity of stakeholders is reached (Indigenous representation, etc.) |
| Outdoor certifying bodies and post-secondary institutions are hesitant to align with the framework (or do not see value). | Likely - Risk will probably occur in most circumstances. | High | <ul style="list-style-type: none"> Leveraging the OCC, and other trusted influential members of Alberta's outdoor tourism community to build trust. Adopting a social acceptability process. Taking the time for meaningful consultations – allowing the stakeholders to feel like they fed into the standards setting process. Having some of these bodies as part of the advisory committee and feed into the framework (adding competencies, suggesting tools, etc.). |
| Land managers demonstrate low engagement with the project. | Likely - Risk will probably occur in most circumstances. | Moderate | Leveraging the OCC, other relevant bodies which already have working relationships with land managers and see value in the project. |

| | | | |
|---|--|----------|--|
| Businesses refuse to use the framework (or don't see the value or platform is not seen as user-friendly). | Likely - Risk will probably occur in most circumstances. | High | <ul style="list-style-type: none"> • Engaging a cross-section of businesses early in the project. • Having businesses as part of the advisory committee and utilized as Subject Matter Experts. • Having space in the budget to provide personalized accompaniment to businesses during the implementation phase. This will determine tools to develop so that some key needs can be met. |
| Budget and Time Overages | Possible - Risk is likely to occur as not occur. | Moderate | <p>Design and implement an effective MEL and reporting program overseen by a competent project manager.</p> <p>Undertake project plan adjustments as required to respond to deviations and ensure realignment with budget and time expectations as needed.</p> |