

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

**Project Management Plan for the Development of the Social Protection Management  
Information System (ProMIS)**

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FINAL GRADUATION PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF  
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**Project Management Plan for the Development of the Social Protection Management  
Information System (ProMIS)**

This Final Graduation Project was approved by the University as  
partial fulfillment of the requirements to opt for the  
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## **DEDICATION**

I dedicate this document to those who strive for excellence and work diligently without fanfare for God and country.

## **ACKNOWLEDGMENTS**

“No man is an island” is a truism that I experienced during this course of study. It would be remiss of me not to thank those who prayed with and for me and those who encouraged and supported me in other ways. I must especially thank my Supreme Provider who orchestrated the course of my life so that I would be available at this time to take the course. Additionally I acknowledge the support of my husband, Elvardo and my son, Daniel who picked up the slack when I needed them to. I also want to thank my Parents, siblings, and friends. Finally, I want to thank Dr. Deborah Fox and Dr. Clarice Ingraham who inspired me to take the next step, Carol Roach who encouraged me to press on and Lucia who did not let me pass up this opportunity.

## **ABSTRACT**

The objective of this Final graduation project is to develop a Project Management Plan to ensure the successful implementation of the Social Protection Management Information System (ProMIS) for the Department of Social Services in The Bahamas. The software application will process and disburse assistance payments to Hurricane Dorian survivors initially and then to all qualified applicants. ProMIS will replace the current predominantly manual systems.

The final project deliverables are the management plans for scope, schedule, costs, quality, resources, communications, risks, procurement, and stakeholders. The project uses a hybrid qualitative methodology comprised of analytical, applied, descriptive, and case study methods. The principles of the Project Management Institute incorporated in the PMBOK® Guide, the Government and Software Extensions, and the various Practice Guides and Practice Standards frame the project plan.

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## **ABBREVIATIONS AND ACRONYMS**

<b>CCT</b>	<b>Conditional Cash Transfer</b>
<b>COVID</b>	<b>Corona Virus Disease</b>
<b>DOSS</b>	<b>Department of Social Services</b>
<b>DIT</b>	<b>Department of Information Technology</b>
<b>DTD</b>	<b>Department of Transformation and Digitization</b>
<b>EEF</b>	<b>Enterprise Environment Factors</b>
<b>FGP</b>	<b>Final Graduation Project</b>
<b>FNM</b>	<b>Free National Movement</b>
<b>FS</b>	<b>Financial Secretary</b>
<b>GOB</b>	<b>Government of The Bahamas</b>
<b>IDB</b>	<b>Inter-American Development Bank</b>
<b>IT</b>	<b>Information Technology</b>
<b>MIS</b>	<b>Management Information System</b>
<b>MOSS UD</b>	<b>Ministry of Social Services and Urban Development</b>
<b>MOU</b>	<b>Memorandum of Understanding</b>
<b>OPA</b>	<b>Organization Process Assets</b>
<b>PCR</b>	<b>Project Change Request</b>
<b>PDCA</b>	<b>Plan Do Check Act</b>
<b>PLP</b>	<b>Progressive Liberal Party</b>
<b>PM</b>	<b>Prime Minister</b>
<b>PM4Dev</b>	<b>Project Management for Development</b>
<b>PMBOK®</b>	<b>Project Management Body of Knowledge</b>
<b>PMI</b>	<b>Project Management Institute</b>
<b>PMT</b>	<b>Proxy Means Test</b>
<b>ProMIS</b>	<b>Social Protection Management Information System</b>
<b>PS</b>	<b>Permanent Secretary</b>
<b>RACI</b>	<b>Responsible Accountable Consulted Informed</b>
<b>SBOK</b>	<b>Scrum Body of Knowledge</b>

<b>SDLC</b>	<b>Software Development Life Cycle</b>
<b>SIPOC</b>	<b>Supplier, Inputs, Process, Output, Customer</b>
<b>SWOT</b>	<b>Strengths, Weakness, Opportunities, Threats</b>
<b>TB</b>	<b>Tenders Board</b>

## **EXECUTIVE SUMMARY**

The Department of Social Services (DOSS) is the operational arm of the Ministry of Social Services and Urban Development (MOSSID) that manages social assistance programs and disbursement of social assistance payments in The Commonwealth of The Bahamas. The Agency had an unsuccessful project to implement Conditional Cash Transfer (CCT) which resulted in an incomplete and unused Management Information System. It was facing the task of managing the assistance to the hundreds of victims of Hurricane Dorian. The agency had no comprehensive system to accomplish the task. They collaborated with the Department of Transformation and Digitization (DTD) to modify the Management Information System designed for CCT to manage the disaster and automate all of its assistance programs.

DOSS had a predominantly manual system that was slow, inefficient and vulnerable to exploitation and fraud. With hundreds of desperate people applying for help with urgent needs, the agency needed an automated system quickly. After the failure of the CCT project, they also needed a plan to ensure success. Before the project was completed, COVID 19 struck and additional persons required assistance. This put additional burden on the staff who could not keep up with the relentless surge of requests for assistance.

The objective of this Final Graduation Project was to create a project management plan using the format and principles prescribed by the Project Management Institute in the Guide to the Project Management Body of Knowledge Sixth Edition to develop the Protection Management Information System (ProMIS). The specific objectives were to develop a project charter to define project components, scope and stakeholders, to create a Project Scope Management Plan to define what is to be included in the Project and what is not to be included, to create a Project Schedule Management Plan to ensure that the Project is completed on time, to create a Project Cost Management Plan to develop the Project budget and ensure that the Project is completed within the Budgeted amount, to create a Project Quality Management Plan to ensure that the Project delivers a quality product, to create a Project Resource Management Plan to ensure that resources are available at the right time, to create a Project Communications Management Plan to ensure that stakeholders are kept informed in the manner they prefer and to ensure continuous feedback, to create a Project Risk Management to identify and define how Project risks will be managed, to create a Project Procurement Management Plan to define how Project resources will be acquired and rules governing the acquisition, and to create a Project Stakeholders Management Plan to identify and manage stakeholders and ensure they are satisfied.

In the theoretical framework, the foundation for the project was set. This involved a comprehensive definition of the project environment including the mission, vision and organizational structure. It should be noted that the project occurred in a government environment which introduced specific constraints to the project which were also identified. This was followed by creating clear definitions of terms and the tools that were used to create the FGP.

The methodology of the FGP was a hybrid one. It was a case study conducted using analytical, descriptive and applied methods. It was a case study because Primary and secondary sources were analyzed, the project environment was described and principles espoused by the Project Management Institute in the PMBOK® Guide, Practice standards and extensions to the guide were applied to the development of the document. The descriptive technique was used to describe the current state, desired stated and the plan and processes that would make the project a success. The analytical method interpreted the information from the selected sources. Finally, the applied method is used as the principles of the PMI were applied in the creation of the FGP deliverables.

Although often deemed tedious and unnecessary, project planning is the cornerstone to project success. This project reiterated the need for explicit project management plans. These documents guide the project and in tandem with an effective project manager and supportive sponsor, guide the successful completion of a project. A ten point conclusion covering justify the need for all of the components of the project management plan as recommended by PMI.

The execution of the FGP forced the author to examine existing procedures and templates. It also revealed weaknesses that can be prevented. Ten recommendations to improve project processes have been made to the Director of the Department of Transformation and Digitization. These include compressing forms so that sponsors are more inclined to read the shorter documents. The document includes general templates and plans that can be adapted to all of the agencies projects with little or no modification.



## 1. INTRODUCTION

### 1.1. Background

The Department of Social Services (DOSS), in the Ministry of Social Services and Urban Development (MOSSUD), manages benefits to the indigent population of The Bahamas. The assistance programs include food assistance, burial assistance, rental assistance, utilities assistance, financial assistance and disaster assistance. In 2013, an effort to increase the department's efficiency and transparency, MOSSUD joined with Inter-American Development Bank (IDB) to reform the social safety net of The Bahamas. The project would consolidate the social welfare programmes and introduce Conditional Cash transfer (CCT) based on educational and health conditions. Major Deliverables of the project were a Management Information System (MIS) and a Proxy Means Test (PMT) to determine eligibility for benefits.

MOSSUD signed Memoranda of Understanding between with agencies Ministry of Education, Ministry of Health and Department of Information Technology (DIT) now called Department of Transformation and Digitization (DTD). The program was not without challenges:

- The MIS system was behind schedule.
- Management of the Health and Education conditions was extremely difficult.
- Approvals took a long time

Regrettably, there was a change in government before the issues were resolved. Without the administrative support, development ceased. DOSS was forced to revert to manual processes. Efforts to salvage the system were fruitless.

In September 2019, Hurricane Dorian ravaged the Islands of The Bahamas. The islands of Grand Bahama and Abaco were the most effected. After the storm, the Department of Social Services managed the survivors. They relocated hundreds of survivors to the capitol with no documents and no place to live. They opened shelters to accommodate the displaced persons. They used a manual system that made tracking of survivors difficult. MOSSUD asked DTD for assistance to

automate the process. DTD recommended that they repurpose the old MIS and initiated the ProMIS project

## **1.2. Statement of The Problem**

Perritt (2018) notes that projects fail because of unclear objectives, shifting requirements, unrealistic schedule and reactive planning. She also stresses the importance of change management to address the people aspect of projects. Terziev (2020) implies that with a failure rate of 86%, government IT projects are especially prone to failure. The reasons for failure he lists are also addressed by a well written project management plan. His lists include inaccurate requirements, little stakeholder involvement, changing requirements, unforeseen risks, dependency delays, lack of resources, and poor project management. A comprehensive project plan will ensure the success of this project.

The Project Management Plan that is developed through this FGP will have clear objectives, a realistic schedule and a plan to control any changes. The requirements will be progressively developed and risks and dependencies defined. The completed plan will drive the ProMIS Project to a successful completion.

## **1.3. Purpose**

ProMIS is a government project prone to the risks common to all government projects. It also occurs in an agency where a similar project failed. The purpose of this project is to develop a project management plan to ensure that project delivers a quality product within scope, on time, and on budget that can serve as a model to guide future projects. The plan will address the common project failure points and include plan to ensure that ProMIS is successfully integrated into DOSS operational framework.

## **1.4. General Objective**

The general objective of this project is to create a project management plan using the format and principles prescribed by the Project Management Institute in the Guide to the Project Management Body of Knowledge Sixth Edition to develop the Social Protection Management Information System (ProMIS).

## **1.5. Specific Objectives**

The specific objectives of the project are:

1. To develop a project charter to define project components, scope and stakeholders.
2. To create a Project Scope Management Plan to define what is to be included in the project and what is not to be included.
3. To create a Project Schedule Management Plan to ensure that the project finishes on time.
4. To create a Project Cost Management Plan to develop the project budget and ensure that the Project completes within the Budgeted amount.
5. To create a Project Quality Management Plan to ensure that the Project delivers a quality product.
6. To create a Project Resource Management Plan to ensure that resources are available at the right time.
7. To create a Project Communications Management Plan keep stakeholders informed in an approved manner and ensure continuous feedback.
8. To create a Project Risk Management to identify project risks and define a plan to manage them.
9. To create a Project Procurement Management Plan to define how to acquire project resources and rules governing the acquisitions.
10. To create a Project Stakeholders Management Plan to identify and manage stakeholders and ensure they are informed and satisfied.

## **2. THEORETICAL FRAMEWORK**

A theoretical framework defines theories and concepts relevant to the project (Theoretical Framework, 2021). In this section, the author defines the project environment and relevant project management terms. The relationship of the terms to projects in general, government projects in particular are noted and how they relate to ProMIS, elaborated.

### **2.1 Company/Enterprise Framework**

It is important for the Project Manager to understand the project environment. This provides the strategic context and justification for the project. It also assists the project manager in understanding the agency dynamics for stakeholder management.

### **2.2 Company/Enterprise Background**

The Government of The Bahamas is a part of the Commonwealth of Nations. This is comprised mainly of independent nations that were ruled by Britain. The nation is an archipelago with a Westminster style government. It recognizes the Her Majesty Queen Elizabeth II as the symbolic head of state. The government is comprised of an executive and a judicial branch. In the executive branch, there is the Cabinet, which at the time of writing has seventeen Cabinet Ministers. Cabinet Ministers oversee Ministries - subdivided into other agencies. ProMIS is associated with the Ministry of Social Services and Urban Development.

The Ministry of Social Services and Urban Development (MOSSUD) is responsible for the social welfare of The Bahamas. It administers five departments including the Department of Social Services (DOSS). The Permanent Secretary is a civil servant who functions as the chief executive officer for all of the agencies under MOSSUD. DOSS is part of the operational arm of the MOSSUD. It manages the distribution of social assistance to indigent Bahamians. In addition to financial disbursements, the department offers counselling and advocacy services. DOSS does not have its own Information Technology (IT) staff. It relies on the Department of Transformation and Digitization (DTD) for IT support.

Disaster management is included in the DOSS portfolio. After the passage of Hurricane Dorian, the Department realized that the existing hybrid processes could not handle major disasters. The

system was vulnerable to fraud and exploitation that misdirected funding away from persons who needed it. DOSS requires a Social Protection Management Information System (ProMIS) urgently to manage the present disaster and all of its social assistance programs. The current situation is critical and unprecedented. Due to uncertainty and critical needs, the project must roll out incrementally and stakeholder expectations managed carefully. This requires a project management plan tailored to the government agencies in general and DOSS in particular guide the project.

### **2.3 Mission and Vision Statements**

The similarity between mission and vision statements may confuse some people. Griffin (2020) distinguishes the two by noting that the mission statements give context to what happens today and vision statements describe the future position. In DOSS, the vision is to “create a society for all ages through empowerment, protection, inclusion, cultural sensitivity and team-building, utilizing all social partners.(DOSS, 2021)” Their mission is “to transform the landscape of social assistance through human development; empowerment initiatives; enhancement of physical environs, and revitalization of inner city spaces (DOSS, 2021).”

These ideals drive the ProMIS Project. The predecessor, Conditional Cash Transfer project dubbed RISE (renewing, inspiring, sustaining, empowering) was designed to give dignity to those in the program by the use of pre-paid debit cards. It was however for persons enrolled in RISE and had educational and health conditions that provided extra benefits. Previously the Department issued vouchers that created stigma for the recipients. The ProMIS Project expands that concept by allowing clients to apply online rather than stand in queues at the community centers for its assistance programs. The program will also continue the partnership with the bank for debit cards and expand to include digital wallets.

### **2.4 Organizational Structure**

DOSS has multiple social welfare programs. It has offices in the capital and on several of the Family Islands. DOSS functions slightly different on Family Islands than it does in New Providence because of the smaller staff and population concentrations. The Organizational structure is a functional matrix (**Error! Reference source not found.**). This means the internal

project manager has no authority but serves merely as a project coordinator within the agency. Functional supervisors must release the project team members for project work. Additionally, as a government agency, the Permanent Secretary controls the project budget.

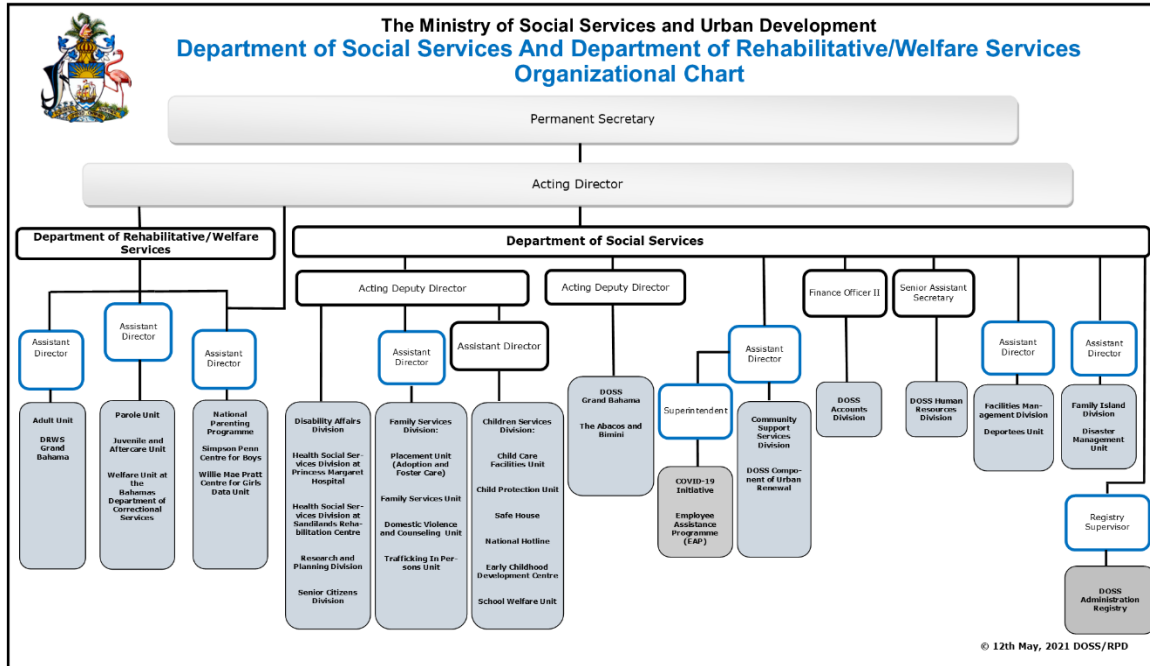


Figure 1 - Organizational Structure. Reproduced from DOSS/Research and Planning Division documents. Copyright 2021 by DOSS/RPD. Reprinted by Permission.

There is no IT team and no project management team in DOSS organizational structure. The CCT project had Memorandum of Understanding (MOU) with the Department of Information Technology (now Department of Transformation and Digitization (DTD)) to provide advice on the IT component of the process. In this ProMIS project, DTD will play a more active role in the project management including the development of a project management plan – the product of this project.

## 2.5 Products Offered

The business of DOSS is to provide a social safety net for Bahamians. Their areas of responsibility are Disability Affairs, Family Services Division, Grand Bahama, Abaco and Bimini, Community Services Division, Family Islands, Disaster Management and Health Social Services. Through the

Community Support Division, in conjunction with other divisions, DOSS distributes assistance payments to individuals and/or vendors. These assistance payments are:

- Emergency Food Assistance – to provide one time assistance to persons who have little or no income to provide food for their families
- Long Term Food Assistance – to provide extended assistance to persons who have little or no income to provide for their families
- Uniform Assistance – to provide school uniforms and footwear
- Burial Assistance – to provide funds to assist in the burial of family members
- Rent Assistance – to provide funds to pay overdue rent payments
- Financial Assistance – to provide assistance for utility payments, cooking gas and tank, inter-island travel, medical procedures at government facilities, utilities, basic household necessities, prosthetics and fire relief

The FGP will deliver a project management plan that will automate all of the payments.

## **2.6 Project Management Concepts**

The Project will use the methodology recommended as best practice in the Guide to Project Management (PMBOK® guide) sixth edition and the various PMI practice standards. This project also consults the Government and software extensions to the guide. The project management concepts in these documents will produce the FGP and guide the development of the resultant plan.

## **2.7 Project**

In A Guide to the Scrum Body of Knowledge (SBOK® Guide) Third Edition (2017) a project is defined as a collaborative enterprise that either creates new products or services or delivers results defined in the Project Vision Statement. According to PMI Lexicon (2017), it has a defined beginning and end date. Crowe (2009) elaborates the characteristics of a project are:

- It is time-limited with a definite beginning and end
- It is unique and has not been attempted before by the organization
- It is done to yield a specific product, service or result

PMBOK® notes that projects are “progressively elaborated.” It further speaks to waterfall and agile methodologies. ProMIS is a software project. It requires progressive elaboration to deliver a successful outcome. The team will revise and refine the project characteristics constantly (Crowe, 2009). PMI (2013) notes that software projects can be in response to a service requests, maintenance needs and operational support and regarded projects based on the level of effort required.

ProMIS is also a government project. Government projects are unique because of the legal framework, public accountability and they use public funds (PMI, 2006). The project aligns with the government’s 2020-2021 budget focus on social protection and the ruling party’s social agenda. According to Project Management for Development, projects are subject to internal and external elements of the system they are a part of (2020). They further note the influence of processes, people and tools on projects of the internal environment of the “project ecosystem” as depicted in **Error! Reference source not found..** These influencers are collectively referred to as Organization Process Assets (OPAs) and Enterprise Environmental Factors (EEFs) in the world of PMI. The PM4Dev project ecosystem is a model of the government project environment in general and the ProMIS project in particular.

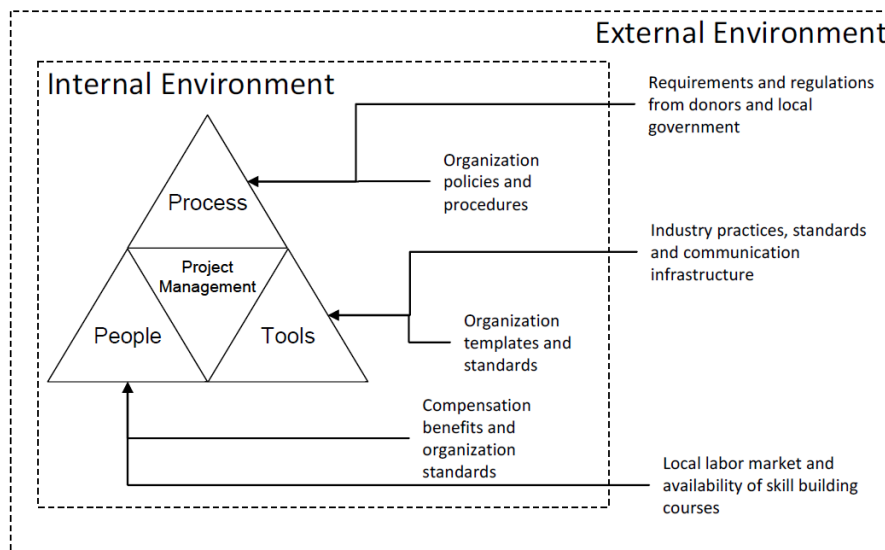


Figure 2 - The Project Management Ecosystem. Reprinted from Project Management for Development Organizations: A Methodology for International Humanitarian Assistance and Relief Organizations (p 4) by PM4Dev, 2020. Copyright 2020 by PM4Dev. Permission not sought.



## 2.8 Project Management

PMI Lexicon of Project Management Terms (2017) defines project management as the application of knowledge, skills, tools and techniques to project activities to meet the project requirements. According to Kerzner (2009), the rapid rate of change in both technology and the marketplace has created enormous strains on existing organizational forms. He identified bureaucracy as the old structure that is evolving to a more project management focus. Kerzner notes that project management has evolved to a more integrated process (Figure 3) that includes concurrent engineering, scope change control and risk management.

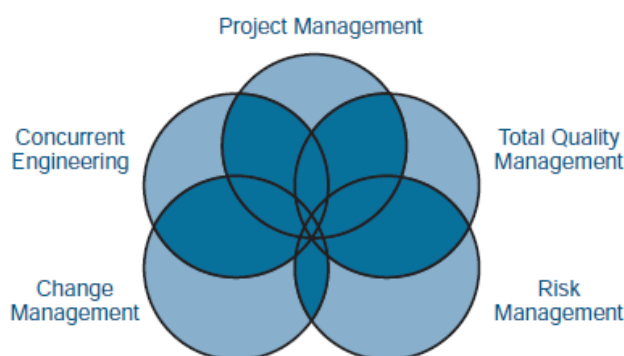


Figure 3 - Integrated Processes for the Twenty-first Century. Reprinted from *Project Management: A Systems Approach to Planning, Scheduling and Control* (p. 75) by John Wiley and Sons, 2009. Copyright 2009 by John Wiley and Sons, Inc. Permission not sought.

Kerzner's premise relates to primarily private enterprise. Government projects are different. Although faced with some of the same obstacles, project management in government is more complex. Hoon Kwak, et al (2014, page vii) note that due to the different goals, objectives and circumstances government initiatives unfold, they suffer from additional challenges and complexities that lead to high failure rates. The team notes that successful implementation of government projects require a great deal of planning, coordination and collaboration. They continue that it is a challenge for government officials and project managers because a formal process is not in place and benefits are difficult to justify and measure. In private practice, projects align to strategic objectives but government projects reflect the government's agenda, and use a pre-approved budget (PMI, 2006). In this project, the government's agenda is rapid development

and deployment of a system to manage the disaster first and all social assistance programs afterward.

(Kwak, et al (2014). The team identified six key characteristics of government projects as:

- Pursuing non-financial benefits – The project will not generate income for the government although government will see a reduction in fraudulent claims on its successful completion. The government pledged \$17 million for social safety programs in the 2020-2021 budget. ProMIS will also ensure that the people who need that help receive it.
- Being susceptible to political environment and dynamics – One government initiated the CCT project and the succeeding government cancelled. The country is on the threshold of another general election in 2022.
- Following a mandated project management process – The Bahamas Government has a statutory body called a Tenders Board (TB) that awards government contracts of \$50,000 - \$250,000. The board meets every Tuesday at 10:00 a.m. (Bahamas Government, n.d.)

There is a linear process for approvals:

- Requesting agency sends a request to be included in a hearing
- TB Secretary adds agency request to the agenda
- TB meets
- Secretary sends minutes to TB Chairman
- TB Chairman sends approval request to Financial Secretary (FS)
- FS sends approval to TB Chairman
- TB Chairman sends approval to TB Secretary
- TB Secretary sends approval to requesting agency.

There is no time boxing for the process and it does not include the agency's internal processes. Additionally, for projects exceeding \$250,000, the TB must approve first then the agency must refer the matter to the Cabinet of The Bahamas for approval.

- Being a large and complex megaproject – Mega projects are capital projects like road development and other multi-million dollar projects. The ProMIS project is not a megaproject, but it is a complex one. Its complexity is due to the urgent need, competing demands, limited resources and political will.

- Having a long product life cycle – COVID 19 has forced extra-budgetary spending in most countries, The Bahamas included. As such, products must last a minimum of ten years.
- Dealing with multiple stakeholders – There are many indirect stakeholders in the PromIS project. These include the general public, private and public entities.

Incidentally, Kwak (2014) argues that it is possible for government projects to complete on time and within budget (**Error! Reference source not found.**) when they are properly managed. Planning, research, monitoring and evaluation, resource management and review processes are important components of government project success.

Attributes/ points of interest	Strengths	Weaknesses	Others
Status of projects	<ul style="list-style-type: none"> <li>• Some projects have been completed 100%, within original scope and budget. Data has shown that it is possible to complete projects earlier than planned and under budget.</li> </ul>	<ul style="list-style-type: none"> <li>• A majority of government projects fail to be completed within the original scope, budget, or timeline. This results in stakeholder displeasure, additional cost to taxpayers, and other consequences.</li> </ul>	
Key reasons for performance outcome	<ul style="list-style-type: none"> <li>• Good performance can be attributed to project management efforts, particularly in the early stages of development. Projects with a greater amount of planning and forecasting appear to be more successful in terms of their overall success and stakeholder satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor performance has been attributed to, e.g., too many "players," lack of organizational structure and timelines, and competing interests. These factors resulted in reduced scope, increased expenditure, or in some instances, cancellation of projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Project characteristics (novelty, degree of technical difficulty, system complexity, and pace) are not definitively linked to project success. Projects may be complex, high-tech systems, but still are capable of being completed on time and according to last approved budgets.</li> </ul>
Most common project management principles	<ul style="list-style-type: none"> <li>• Research/forecasting (cost-benefit analysis, implementation studies, etc.)</li> <li>• Resource management</li> <li>• Monitoring and evaluation (committees/support groups)</li> <li>• Review processes</li> </ul>	<ul style="list-style-type: none"> <li>• Many layers of governance (complication and communication issues)</li> <li>• Lack of scheduled check-ins</li> <li>• Failure to act cooperatively between units</li> </ul>	

Figure 4 - Analysis of Key Findings of Government Projects and Programs. Reprinted from *Challenges and Best Practices of Managing Government Projects and Programs* (p 60) by PMI 2014. Copyright 2014. Permission not sought.

There are constraints that are common to all projects. Often referred to as the ‘iron triangle’ or ‘triple constraints’ they are scope and schedule and cost. PMI (2017) also speaks to the competing restraints of scope, schedule (time), cost, risk, resources and quality. PMI (2013) notes that technological and non-functional constraints are also imposed on software projects. Additional challenges common to software products are displayed in Figure 5.



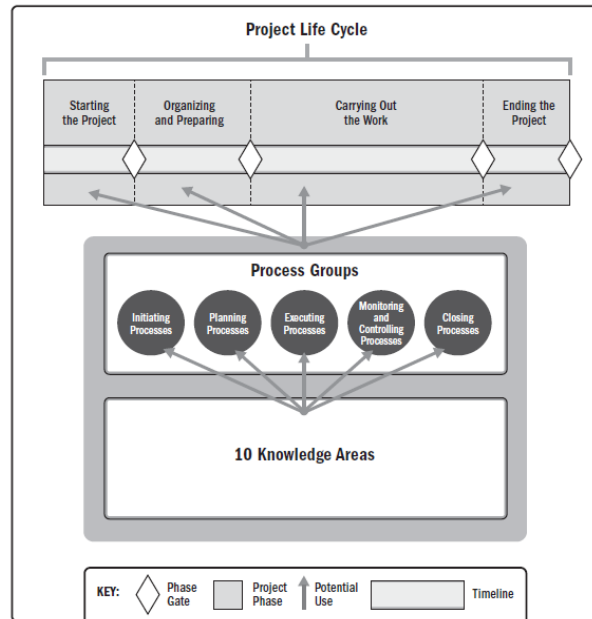
Figure 5 - Software Project Issues (Source: E. Perpall, Author. 2021. Based on Software Extension to PMBOK® Guide Fifth Edition (pages 5-6). Permission not sought.

ProMIS is subject to the constraints inherent in government projects. The project management plan derived from this project will incorporate PMI’s best practices with considerations to recommendations in the Government Extension to the PMBOK® and Software Extension to the PMBOK®. PMI (2013) notes that the unique nature of software employs the processes in such a manner that a modification and extensions of the processes occurs.

## 2.9 Project Life Cycle

The Project Management Body of Knowledge defines a project life cycle as a series of steps a project passes through from its start to completion (PMI, 2017). These steps, also called phases, represent the common flow of activities in the project (Crow, 2009). A generic project life cycle consists of initiating, planning, execution and closing or some variation of these themes. In the

Software Extension to the PMBOK®, the terms starting the project, organizing and preparing, carrying out the work and ending the project are used (PMI, 2013). According to Heldman (2018), project phases consist of segments of work to make project management easier. In **Error! Reference source not found.**, PMI (2017) shows the relationship between the project life cycle to the project processes and knowledge areas. This simple process will be used to produce the FGP.



**Figure 6 - Interrelationship of PMBOK® Guide Key Components in Projects. Reprinted from A Guide to the Project Management Body of Knowledge PMBOK® Guide Sixth Edition (p 56) by PMI, 2017. Copyright 2017 by PMI. Permission not sought.**

The phases of a Project life cycle are distinctive. In the first stage, initiating or starting the project phase, the project is defined. In the planning stage, the definition is refined. In the third stage, the project produces results and in the final stage the project ends.

There different project cycle models based on the type of methodology used. PMI (2017) identifies predictive and adaptive. The phases in a life cycle can occur in sequential order, in repeated iterations or they may overlap each other. Predictive life cycles are, as the name suggests, predictable. They generally follow a set pattern. PMI further defines the project development cycle as the phases that are associated with the development of the product, service or result of a project. These product development cycles can be predictive, iterative, incremental, adaptive or

hybrid. The project manager must determine which project and development model to adopt. Guidelines for that decision are in Figure 7.

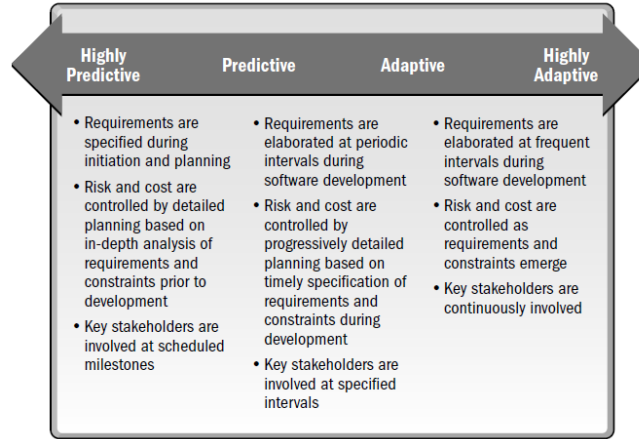


Figure 7 - The Continuum of Software Project Life Cycles. Reprinted from Software Extension to the PMBOK® Guide Fifth Edition (p. 26) by PMI, 2013. Copyright 2013 by PMI. Permission not sought.

Attribute	Goal
<b>Multi-Stage Iterations:</b> Iterations incorporate as many software engineering stages as desired (from analyze to test).	Systematic elaboration of product scope Reduction of technical risk using iterations of construction, integration, and testing followed by demonstration
<b>Vertical Slices:</b> Iterations can deliver increments of functionality that include as many architecture components as desired.	Detection and correction of integration issues and interface defects on a continuing basis Increased understanding for software developers, customers, users, and other stakeholders based on intermediate software deliverables
<b>Short Durations:</b> Iterations typically range in duration from daily to monthly.	Timely oversight and corrective action based on frequent demonstrations and reviews of evolving, working software
<b>Time Boxes:</b> All iterations are planned to have the same duration.	Simplified project planning Improved estimates, based on accumulated data such as velocity and burndown rate

Figure 8 - Attributes of Iterations in Adaptive Software Project Life Cycles. Reprinted from Software Extension to PMBOK® Guide Fifth Edition (p. 34) by PMI, 2013. Copyright 2013 by PMI. Permission not sought.

While the project life cycle is industry independent, the product development cycle is industry specific according to Verzuh (2005). PMI (2013) denotes the actual software project lifestyle, based on IISO/IEC/EEE standard 12207, as analyze, architect, design, construct, integrate and test.

The generic adaptive software development life cycle (SDLC) depicted in **Error! Reference source not found.** will be the basis of the ProMIS SDLC. Key element of this SDLC are the product vision, product feature set and iteration feature set. Product features are modified during development and grouped into iterations (PMI, 2013). The notable difference between ProMIS and the diagram is that it will roll out the product increment upon successful testing. The attributes of an adaptive software project are in

The ProMIS Project Management Plan will have multi-stage iterations of short durations. This will reduce technical risk and provide close oversight of the project.

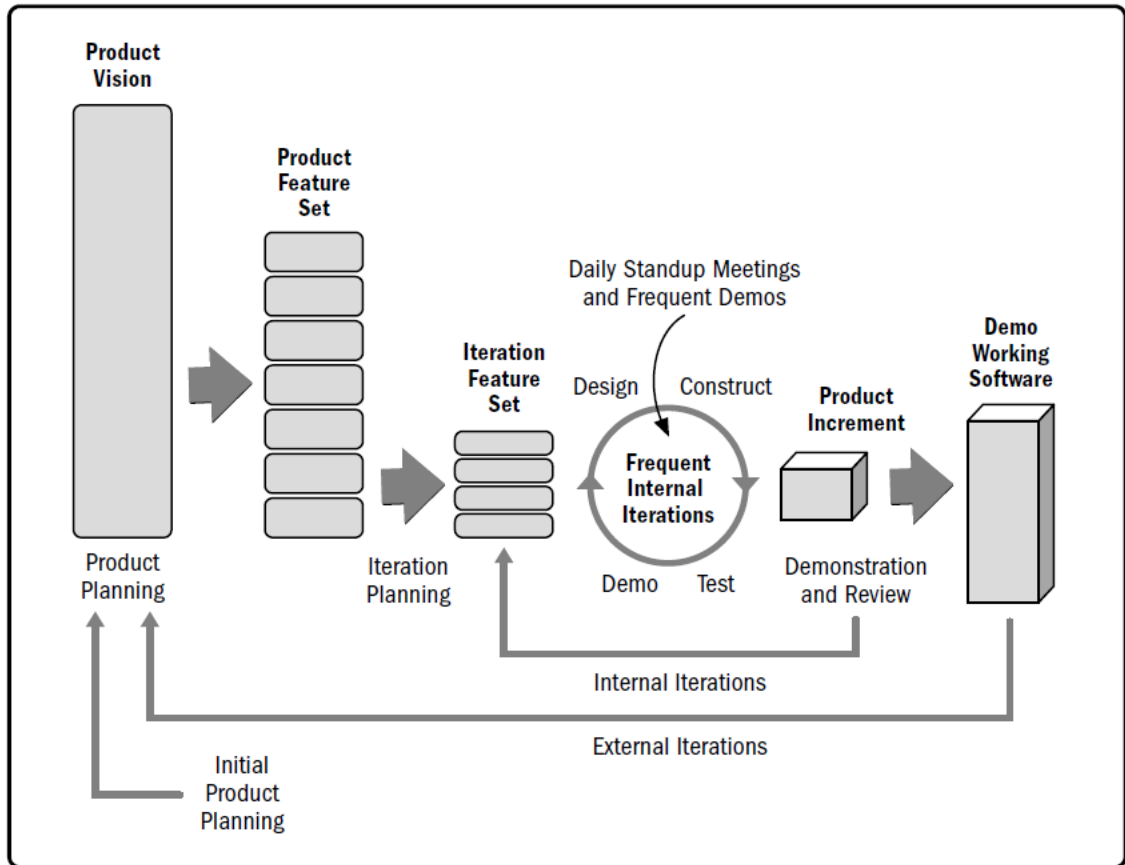


Figure 9 - An Adaptive Software Development Method. Reprinted from Software Extension to PMBOK® Guide (p 35) by PMI, 2013. Copyright 2013 by PMI. Permission not sought.

PMI (2013) also notes that there is an internal and external component to software development. In the internal iterations, the key actors are the development team. This process focuses on their interactions and development process (see Figure 10). The customer is the focus of the External Cycle.



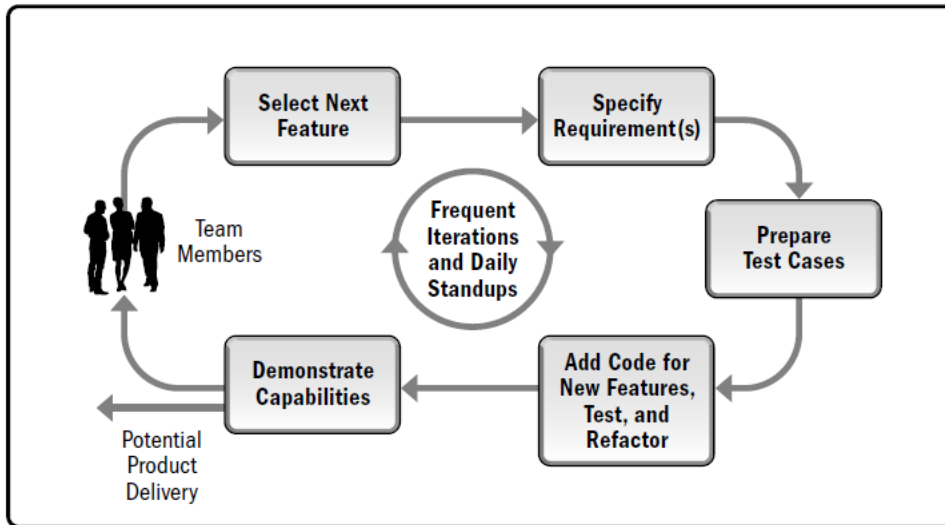


Figure 10 - Internal Development Cycles for Adaptive Software Development. Reprinted from Software Extension to PMBOK® Guide Fifth Edition (p 36) by PMI, 2013. Copyright 2013 by PMI. Permission not sought.

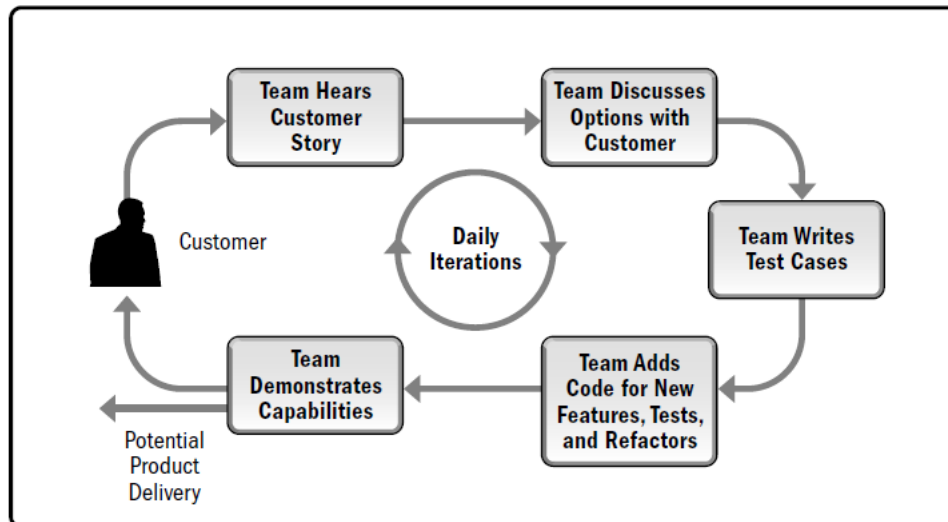


Figure 11 - External Development Cycles for Adaptive Software Development. Reprinted from Software Extension to PMBOK® Guide Fifth Edition (p 37) by PMI, 2013. Copyright 2013 by PMI. Permission not sought.

DTD is not developing the software for ProMIS. An external vendor will do this. In this instance the External Development Cycle will be used where DTD and DOSS are the customer. The external cycle then represents the expectations of DTD from the vendor. The demonstrations will, however, be weekly and not daily.

## 2.10 Project Management Processes

Although the Private sector and Government projects have different constraints, they generally follow the same project management processes. PMI (2017) identifies the Process groups as Initiating, Planning, Executing, Monitoring and Controlling and Closing. Some authors use a variation on the theme such as displayed in Figure 12. Regardless of the naming convention used, the processes have the same function. Conception and Initiation maps to Initiating; Definition and Planning maps to Planning; Launch or Execution maps to Executing; Performance and Control maps to Monitoring and Controlling and Project Close is of course closing. Processes create or update project documents. These documents become a part of the agency Organizational Process Assets (OPAs) and serve as historical documents for future projects. The author hopes that the project plan developed in this exercise will serve as a model for future software development projects in the Department of Transformation and Digitization (PMI, 2013).



Figure 12 The 5 Project Processes. Reprinted from *Demystifying the 5 Project Processes* by Smartcheat.com, 2018. Retrieved from <https://www.smartsheet.com/blog/demystifying-5-phases-project-management#:~:text=Developed%20by%20the%20Project%20Management,%2Fmonitoring%2C%20and%20project%20close.&text=It%20is%20up%20to%20PMPs,unique%20requirements%20of%20their%20project>. Copyright 2021 by Smartsheet.com. Permission not sought.

### 2.10.1.1 Initiating Process Group

Initiation marks the beginning of a project or phase (PMI, 2017). According to Crowe (2010), the process in this group start the project. It begins with an idea or concept. During this phase of projects, several key things are accomplished. It is also the point that the sponsor or Project manager writes the project charter. This document authorizes the project manager to manage the project on his behalf (Project Management Institute [PMI], 2017). The project charter provides a

high-level view of the project. It answers the ‘what’ and ‘why’ questions of the project. . Government projects, like ProMIS fill a particular goal or political agenda (PMI, 2006). A project charter generally provides a high-level view in software projects. The Charter also includes the preliminary list of stakeholders and risks, budget estimates and assumptions and constraints. PMI (2013) notes that it is important to identify a knowledgeable customer at this stage to help define requirements for software projects. This process group will provide the tools to create the project charter and identify key project stakeholders and risks. It will also create the project governance structure. The Initiating Process Group is outlined in Figure 13

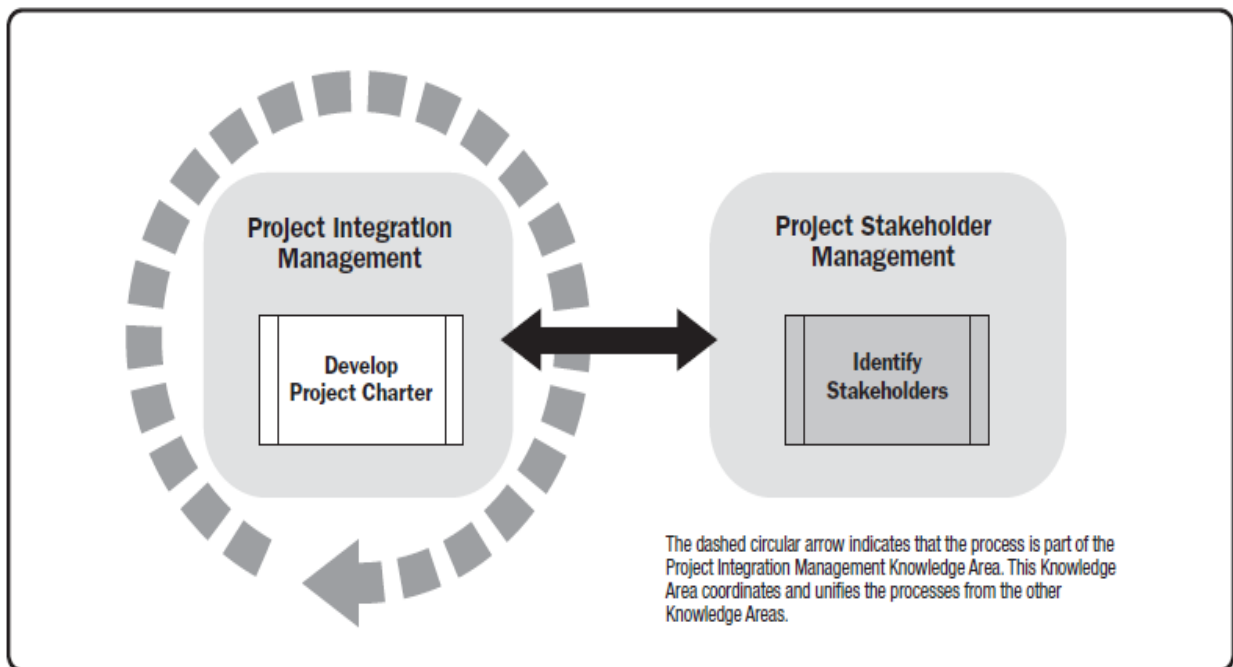


Figure 13 - Initiating Process Group. Reprinted from Guide to the Project Management Body of Knowledge (PMBOK®) (p 562) by PMI, 2017. Copyright 2017 by PMI. Permission not sought.

### **2.10.1.2 Planning Process Group**

During the planning stage, the project manager refines the project and creates the project management plan. Crowe (2010) notes that Planning processes generate the plans that direct the work. The process group answers the ‘how’ question for the project. A more formal definition is that this group of processes establish, refine and define (PMI, 2017). That is the scope is established, the objectives refined and the project action plan is defined.

PMI (2013) suggests four methods for the delivery plan for software projects:

1. They can be delivered all at once at the end of the project
2. They can be delivered incrementally at selected points in the project
3. They can be delivered all at once with periodic demonstrations of functionality
4. They can have no involvement by stakeholders with delivery beyond initial requirements

As previously stated, the FGP creates the project management plan for ProMIS. This occurs in the planning stage. The plan uses the second option of incremental delivery. This process group will be used to create the project management plan for the ProMIS project. This will include the plans for the ten knowledge areas.

### **2.10.1.3 Execution Process Group**

As the name suggests, this is the phase where the team does the project work. At this phase, more project resources are used and most of the project money is spent. In his book, Crowe (2010) describe these processes as the executors of the plans and producers of the work. Verzuh (2005) notes that this is where 90% of the time and resources is spent. PMI (2017) notes that they fill the project’s requirements. Change is the normal progression for software development projects (PMI, 2013).

The plan for the delivery of the FGP, as a project, will be fully executed. However, the execution of the plan for delivery of ProMIS project management plan is out of scope of the project.

### **2.10.1.4 Monitoring and Evaluation or Performance Control Process Group**

Throughout the project, the project manager ensures that everything happens according to plan. This is called monitoring and evaluation or performance control where Crowe (2010) says that the

project manager compares the results of the work to what is in the plan and makes adjustments where necessary.” PMI (2017) depicts these processes track, regulate and review the execution of the project. When the project deviates from the plan, these processes bring them back in line. In software projects the spectrum of monitoring techniques range from the traditional like milestones to the reliance on frequent demonstrations (PMI, 2013).

Monitoring and evaluation began at the initiation of the Graduation Seminar – the first step in the plan for the FGP. The monitoring and control of the initiation process of the development of the plan is within the scope of this project.

#### **2.10.1.5 Closing Process Group**

At the end of the project, the project manager gets sign off from the sponsor, conducts a postmortem with the team, ensures all of the bills are paid and secures project documents. Crowe (2010) also notes that there is closure at the end of a phase, completion of a procurement, or creation of documents. Ponce (2013) includes “any work needed to transfer the completed project to those who will use it and return all resources back to the performing organization and/or the customer” in this process group. Verzuh (2005) identifies this as the shortest part of the project. This phase generally operates in the same manner for software projects (PMI, 2013)

The FGP will follow the natural progression of the project management cycle. All of the distinct phases are seen. The charter was developed in the initiation phase; planning is seen in the production of the project schedule and the execution will produce the actual project management plan. The project will close when the final grade is produced. The closeout for the production of the project management plan will be the acceptance of the project management plan by the Director of the Department of Transformation and Digitization. It also includes the inclusion of the document in the document repository of the department.

### **2.11 Project Management Knowledge Areas**

The Project Management Body of Knowledge defines best practices for project management (PMI, 2017). It defines ten knowledge areas (Figure 14) comprised of forty-seven processes that govern

project operations. The knowledge areas guide the management of project integration, scope, schedule, cost, quality, resource, communication, risk, procurement and stakeholders.

The Project Management Plan for ProMIS includes all of the knowledge areas. The knowledge areas are comprised of inputs plus tools and techniques that produce outputs (Figure 15.) Crowe (2010) notes that the combination of inputs, tools and techniques and output form processes within the knowledge areas. Ponce (2013) notes that project managers decide which processes from the knowledge area to use in the project based on its complexity.

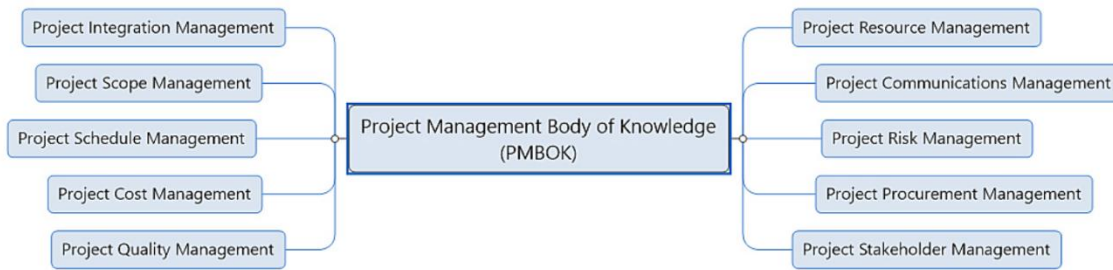


Figure 14 - Project Management Body of Knowledge (PMBOK®). Reprinted from MindGenius.com. Retrieved from <https://www.mindgenius.com/project-management-knowledge-areas/>. Copyright 2021 by MindGenius.com. Permission not sought.

Documents created in one process are often inputs in another process. Each Knowledge area has a corresponding management plan developed in the planning process group.

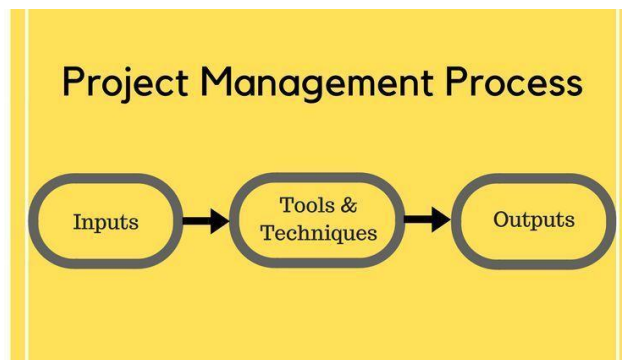


Figure 15 - Project Management Process. Reprinted from pmDrill.com. Retrieved from <https://www.pmdrill.com/mnemonic-10-project-management-knowledge-areas/>. Copyright 2021 by pmDrill.com. Permission not sought.

## 2.12 Project Integration Management

Project integration management, according to PMI (2017) includes the processes and activities that identify, define, combine, unify and coordinate between process groups. It includes development of the project charter and the project management plan. The processes in this knowledge group are depicted in Figure 16. The processes 4.1 – Develop Project Charter and 4.2 – Develop Project Management Plan will be used in the project although all knowledge areas are necessary to develop the plan.

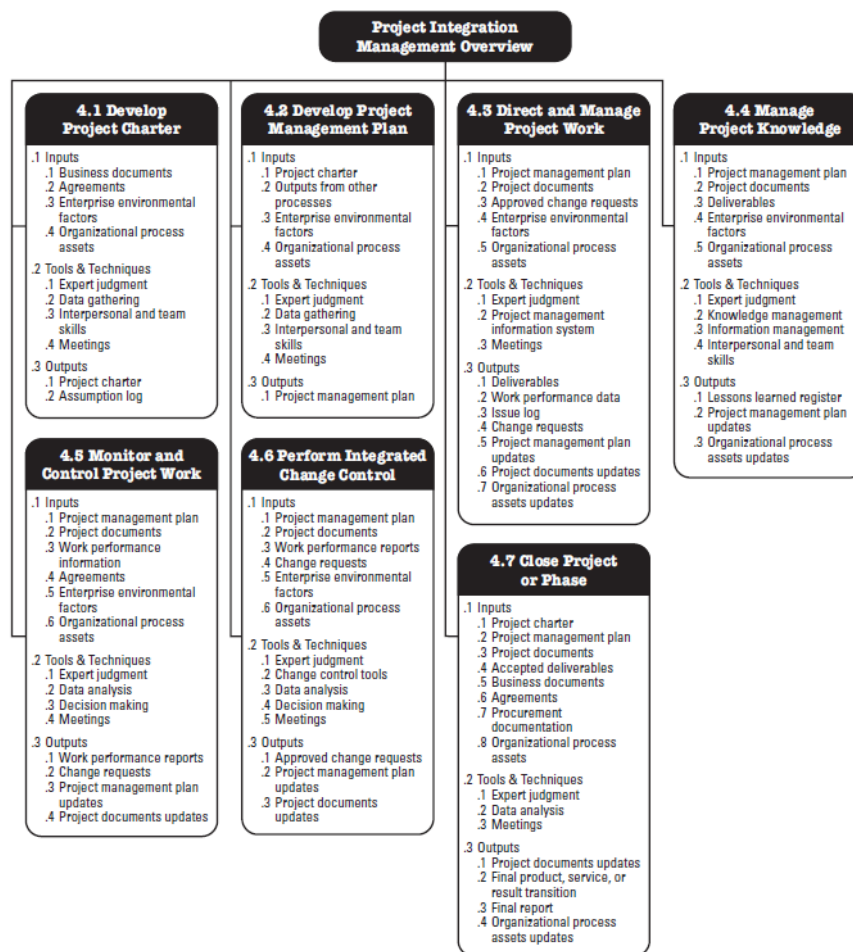


Figure 16 - Project Integration Management Overview. Reprinted from Guide to the Project Management Body of Knowledge PMBOK® Guide 6th Edition (p 46) by PMI, 2017. Copyright 2017. Permission not sought.

This knowledge area will produce the final graduation project (FGP). Although not implicitly required for the FGP, in addition to the Project Management Plan there will be a project charter, business case and Statement of work also. In government projects such as ProMIS, policies and regulations are also a part of the project integration process (PMI, 2006). Where applicable, these are noted as part of integration management. Finally, the implementation plan will also be integrated into the document. PMI (2013) recommends consulting experts in the domain area when preparing the project charter. In ProMIS, this includes persons who worked on the CCT project. It also notes that the project management plan is rarely linear. They also incorporate integration plans, test plans, information security plans, training plans, release deployment plans, requirements management plans and configuration management plans. The integration plan, test plan, information security plan, and training plan will be included in the ProMIS project management plan. Some portions will reflect the DTD standard for that particular area.

### **2.13 Project Scope Management**

It is important to note that there are project scopes and product scopes. The product scope relates to features and or functions of projects primary output while the project scope defines what work is included and excluded from the project. Project scope management involves the processes that ensure that:

1. Only the work required to complete the project is included
2. All of the work required is included

PMI (2013) notes the importance of both project and product scope to software. They determine how much effort is required which then determines the price.

In the scope management knowledge area, the project manager records the customer's requirements. As ProMIS modifies software, this includes functional requirements, nonfunctional requirements, business requirements and transitional requirements. Then the sponsor and project manager determines what is included and what is not included in the project. From this information, the project manager and the project team create the Work Breakdown Structure



(WBS) “by subdividing major deliverables into smaller parts” that one person or unit can do (Ponce, 2013). What is not included in the WBS is not a part of the project. The client validates this information and the project manager creates a plan to control additions, subtractions or deviations to the project. Spending authority and public accountability influence the scope of government projects (PMI, 2006).

The Scope management plan is a very important part of government projects. The FGP will have a clearly defined scope. It will follow six processes of this knowledge area to ensure the scope is clearly defined (see Figure 17).

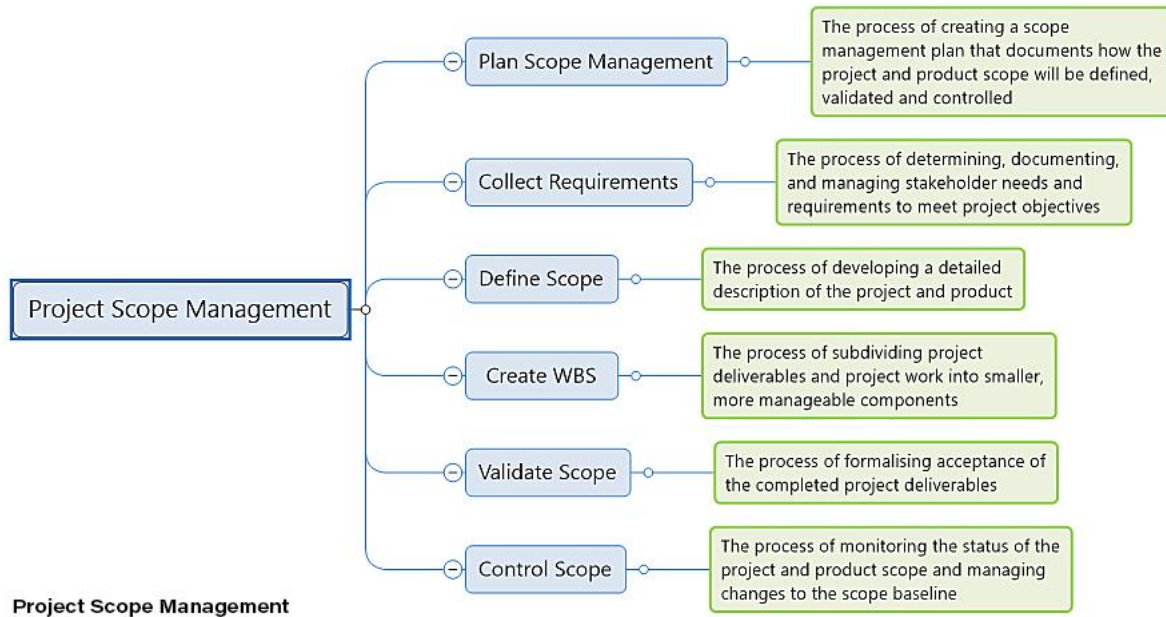


Figure 17 - Project Scope Management. Reprinted from MindGenius.com. Retrieved from <https://www.mindgenius.com/project-management-knowledge-areas/>. Copyright 2021 by MindGenius. Permission not sought.

## 2.14 Project Schedule Management

PMI’s (2019) notes that scheduling is informs the team of who, what, when, where and how resources are delivered or assigned to a project. In this knowledge area, most of the processes belong to the planning process group. The processes in this group break down the work into activities; put them in order and calculate the amount of time it takes to do them (Stellmen, 2013). During the process, the project manager examines the relationships between activities to determine

the order they will be performed in. Activities must be coordinated to ensure resources are available when they are needed. The Schedule management plan must include what steps the team will take to finish the project on time. The FGP has a rigid schedule to ensure its completion. This schedule is attached at Appendix: 3. For the ProMIS project, the schedule will also be aggressive. This too will follow all of the processes elaborated in PMBOK® for this knowledge area. The six processes in this knowledge area are shown in

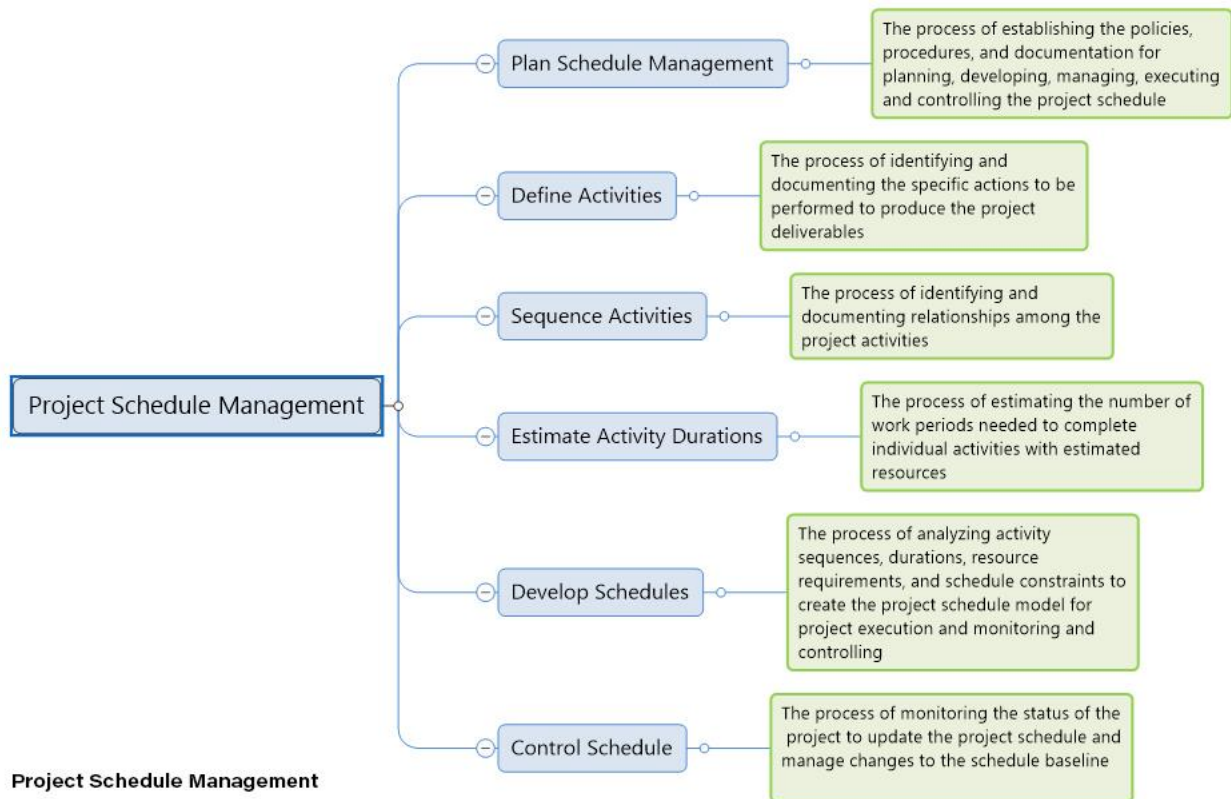


Figure 18 - Project Schedule Management. Reprinted from MindGenius.com. Retrieved from <https://www.mindgenius.com/project-management-knowledge-areas/>. Copyright 2021 by MindGenius. Permission not sought.

## 2.15 Project Cost Management

Cost is a part of the iron triangle. Deviations to the project scope and schedule affect the project cost. In the project cost management area, the project manager and project team develops a plan to complete the project within the budget. How realistic the scope, schedule and budget estimates are, affects the project outcome. When public funds are spent, there must be authorization before

the funds are committed. Any extra-budgetary expenses undergo the prescribed financial processes. In The Bahamas, there is no mandatory time limit for processing such requests. This means projects pause indefinitely until financial approvals are secured. During the execution of Project Cost Management processes for government projects, consideration must be given to this constraint. The project management plan for ProMIS will include planning, estimating, budgeting, financing, funding, managing and cost control measures PMI (2017) deems necessary for this knowledge area.

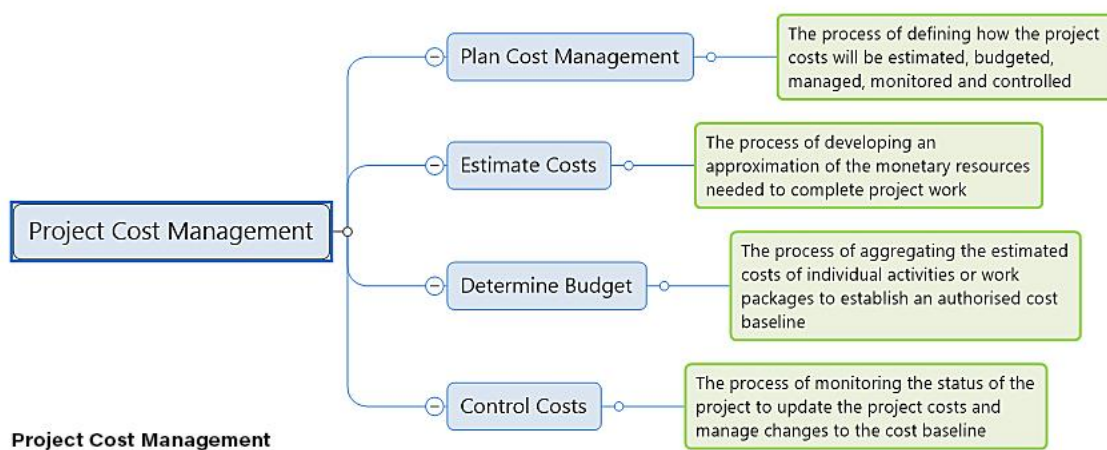


Figure 19 - Project Cost Management. Reprinted from mindgenius.com. Retrieved from <https://www.mindgenius.com/project-management-knowledge-areas/>. Copyright 2021 by MindGenius. Permission not sought.

## 2.16 Project Quality Management

A project is not successful if the stakeholders are not satisfied. Project Quality Management is a tool that can make certain this happens. Quality is an enigma that customers recognize when they see it (Rose, 2005). Rose also notes that a quality system includes products, defects, customers and processes. Above all it should be remembered that quality should be planned in and not inspected in (Atanasov, 2017). Atanasov recommends that organizations adopt a quality policy. Some recognized standards are Six Sigma, Total Quality Management (TQM), and ISO 9000. This knowledge area permits the team to formalize how quality is determined for the project processes and the project results. It also records procedures to detect and correct quality issues. It includes “the processes and activities of the performing organization that determine quality

policeis, objectives and responsibilities that the project will satisfy” (Project Management Institute [PMI], 2017).

The FGP follows the quality policies outlined by the University of International Cooperation. These includes rules governing the document layout, content and standards for references and citations. The resulting ProMIS project managemnt plan will include the standards of DTD who will serve as the performing agency for the project.

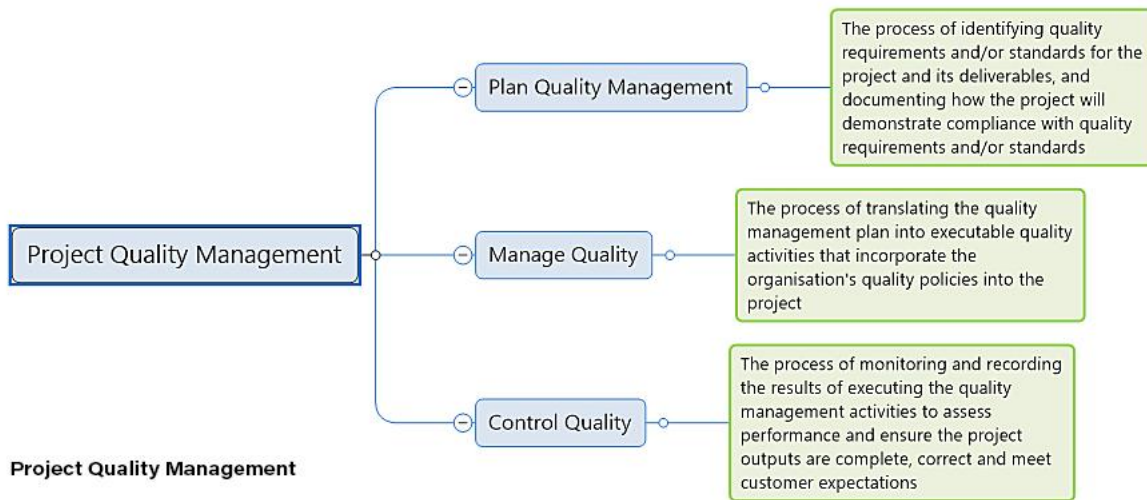


Figure 20 - Project Quality Management. Reprinted from MindGenius.com. Retrieved from <https://www.mindgenius.com/project-management-knowledge-areas/>. Copyright 2021 by MindGenius. Permission not sought.

## 2.17 Project Resources Management

Project success depends on having the right resources, at the right place, at the right time. Resources are people, equipment or spaces (Westland 2017). In functional organizations, this can be tricky since the cooperation of functional manager is required. It can be particularly complicated in government projects. The task requires coordination based on resource schedules and project schedules. Westland (2017) notes that Resource management is creating plans and processes to manage resources. He asserts that the process requires listing resources, estimating how much you need and creating a resource schedule. (See Figure 21 - What is Resource Management. Reprinted from Projectmanager.com).

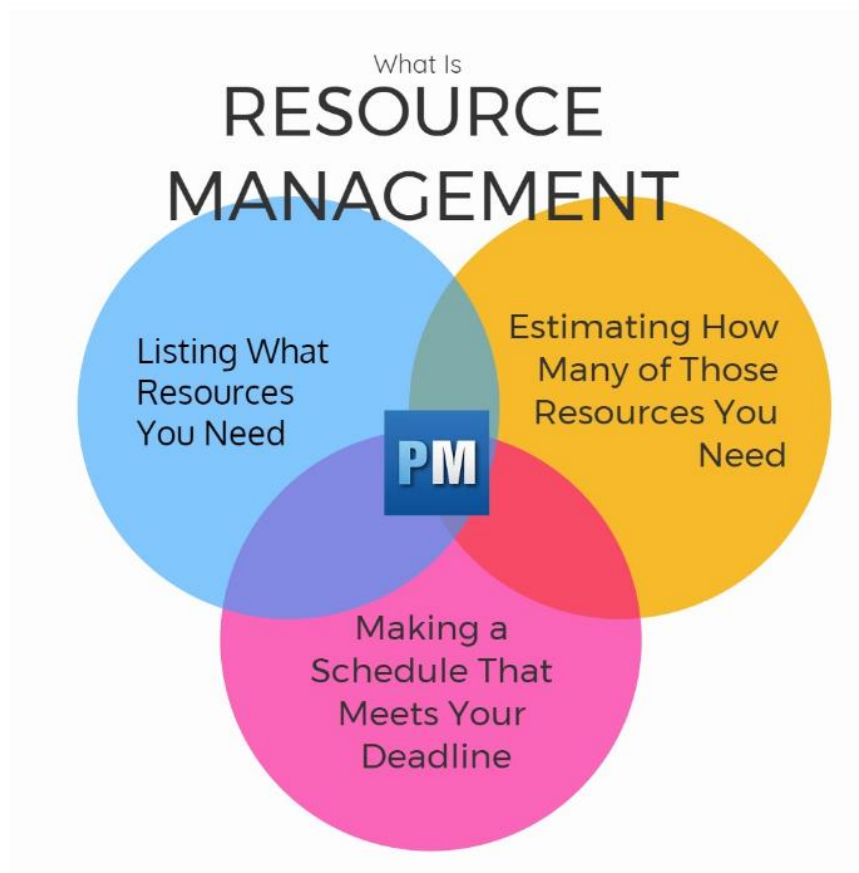


Figure 21 - What is Resource Management. Reprinted from Projectmanager.com. Retrieved from <https://www.projectmanager.com/blog/quick-guide-resource-management>. Copyright 2021 by ProjectManager.com, Inc. Permission not sought.

## 2.18 Project Communication Management

Rajkumar (2010) defines communication as the efficient transfer information throughout the project. He says that it absorbs about 90% of the project manager's time and poor communication is expensive. Thus, it is important for the project manager to implement good communication practices.

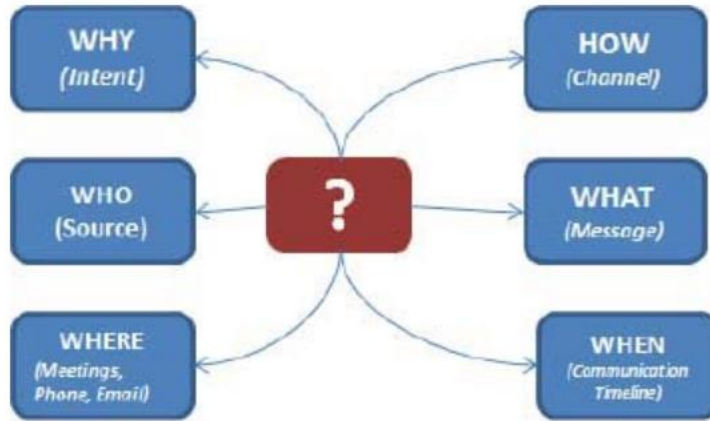


Figure 22 - The 5 "W's" and 1 "H". Reprinted from [pmi.org](https://www.pmi.org). Retrieved from <https://www.pmi.org/learning/library/effective-communication-better-project-management-6480>. Copyright 2010 by PMI. Permission not sought.

Good communication is an end-to-end process: a message ought to be sent, received, understood and acknowledged. It is also important to send it to the right person, at the right time and in the right way. That is the plan answers the questions of intent, source, where, channel, what and when (see Figure 22.) This area works closely with the stakeholder management area since communication is the tool used to manage stakeholders. PMI (2006) notes that in government projects it is also important to plan inter-agency communications.



Figure 23 - Project Communications Management. Reprinted from [MindGenius.com](https://www.mindgenius.com). Retrieved from <https://www.mindgenius.com/project-management-knowledge-areas/>. Copyright 2021 by MindGenius. Permission not sought.

In the Project Communication Management knowledge area, the project manager and his team define the frequency, mode and recipients of project communications. It also plans for the storage of project documents when the project is over.

The FGP template defines the recipients and subject of communications. As the project progresses the frequency and mode will be refined. The author assumes that virtual meetings and emails will be the primary vehicles of communication. In the ProMIS plan, communications will also include these modalities. The frequency, recipient, and content of communications will also be defined.



All of the processes that PMI defines in this knowledge area are necessary to eliminate or greatly reduce this point of project failures.

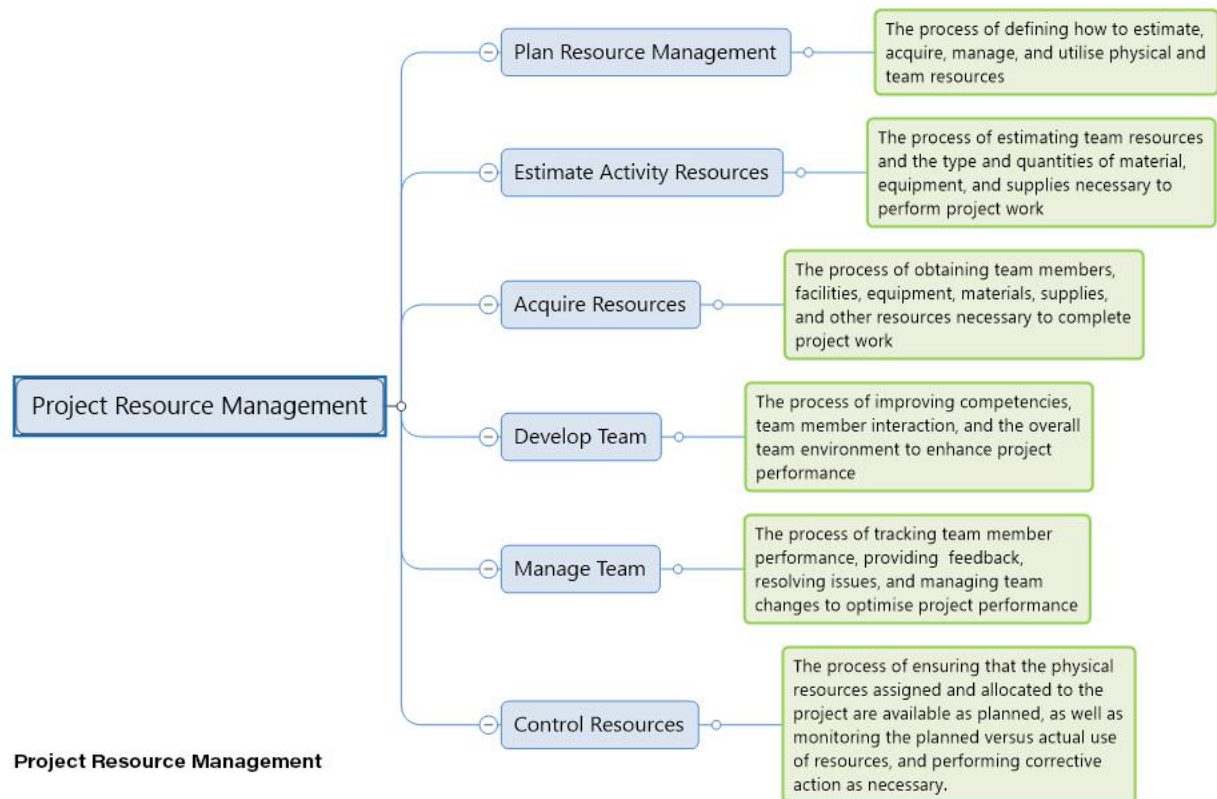


Figure 24 - Project Resource Management. Reprinted from MindGenius.com. Retrieved from <https://www.mindgenius.com/project-management-knowledge-areas/>. Copyright 2021 by MindGenius. Permission not sought.

## 2.19 Project Risk Management

PMI Lexicon (2017) defines project risk as uncertain events that can affect the project objectives in a positive or negative way. Positive risks are opportunities while negative risks are threats. The Project Risk Management Knowledge area identifies the risks, establishes plans to monitor them, and outlines risk responses. There are four options for positive risks and four for negative risks. Mulcahy (2010) notes that the current standard for the four responses to threats are:

- Avoid – eliminate the cause of the threat
- Accept – acceptance can be passive (deal with it if it happens) or active (have a contingency plan)

- Transfer – subcontract or purchase insurance
- Mitigate – Reduce or control the impact

Risk management involves driving the outcomes of risks (PMI, 2019). PMI also reveals the seven factors for successful risk management. Wanner (2015) notes that organizations accept risk based on their appetite, tolerance and threshold.

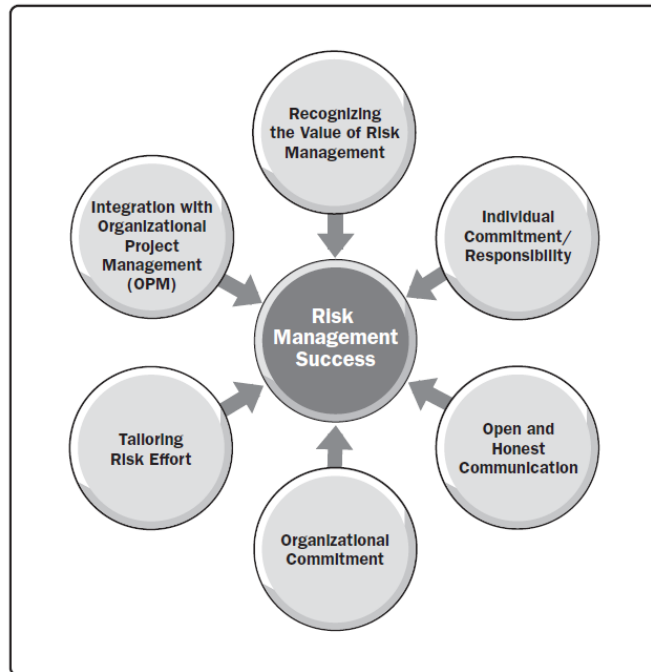


Figure 25 - Key Success Factors for Risk Management. Reprinted from *The Standard for Risk Management in Portfolios, Programs and Projects* (p 16) by PMI, 2019. Copyright 2019 by PMI. Permission not sought.

It is important to note that government projects have a unique set of risks. Kwak (2014) implies that these include end user support, management skills and complexity of the project. Other risk categories are social, environmental, political and financial (PMI, 2006).

Risk management is important to all projects. It is especially important where there are limited resources and inflexible time constraints. In the FGP identifies project risks for continuous monitoring. The ProMIS project is subject to the inherent risks of government projects. As such, it is imperative to use PMI’s risk management processes. These will be elaborated in the project management plan. PMBOK® includes the seven processes for risk management planning, identification, responses and control in this knowledge area (see Figure 26.)





Figure 26 - Project Risk Management. Reprinted from mindgenius.com. Retrieved from <https://www.mindgenius.com/project-management-knowledge-areas/>. Copyright 2021 by MindGenius. Permission not sought.

## 2.20 Project Procurement Management

The three processes of Project Procurement Management Knowledge Area cover the acquisition of goods and services for a project (see Figure 27.) PMI (2017) assumes that these come from sources external to the project. In this knowledge area, the project manager relies heavily on experts for advice. The University requires publication of the completed FGP document. This procurement is in the project budget as a simple purchase. In relation to ProMIS, The Bahamas enacted a Public Procurement bill in 2020. Implementation of the bill is still ongoing. During the execution of processes in this knowledge area, the new requirements and other government rules will be assessed using the PMI recommended processes for this knowledge area.



Figure 27 - Project Procurement Management. Reprinted from MindGenius.com. Retrieved from <https://www.mindgenius.com/project-management-knowledge-areas/>. Copyright 2021 by MindGenius. Permission not sought.

## 2.21 Project Stakeholder Management

Stakeholders are the persons who affect the project, who the project affects, who are interested in the project or who can help make the project a success. PMI (2017) lists key stakeholders that are common to public and private projects. These are the project manager, sponsor, team, and

performing organization. Government projects have a few differences. They must be aware of the interest and power of the public, regulators, opposition stakeholders, the press, vendors, future generations and the private sector (PMI, 2006). Stakeholder management is where knowledge are where the project manager works with his team to identify stakeholders, determine how interested they are in the project, how they can affect the project and how to keep them happy. Miller (2015) proposes a three-step approach whereby stakeholders are mapped, prioritized and developed.

The Stakeholders for the FGP have been identified and plans for their management created. The ProMIS plan is more complex. The use of PMI's processes will ensure that there is a responsive plan to manage its stakeholders.



**Figure 28 - Project Stakeholder Management.** Reprinted from Mindgenius.com. Retrieved from <https://www.mindgenius.com/project-management-knowledge-areas/>. Copyright 2021 by MindGenius. Permission not sought.

### **3. METHODOLOGICAL FRAMEWORK**

Scholars have concluded that there is no formal definition for Methodological Frameworks (McMeekin, et al, 2020). They have generally accepted Methodological Frameworks as procedures and techniques applied to information to provide content a reader can evaluate (Research Support: Research Methodology, n.d.). The use of methodological frameworks include consistency, standardization and credibility (McMeekin, et al, 2020). This section explains information sources, research methods, tools, assumptions, constraints and deliverables for the FGP.

#### **3.1 Information Sources**

Information sources are any print, audible or visual media that provides information (Lisbdnetwork, 2018). They include, but are not limited to, books, journals, conversations, interviews, observations, organizations and people. They are categorized as primary, secondary or tertiary sources. This document only uses primary and secondary information sources. These sources are complementary in nature (Streefkerk, 2018). Chart 1 shows the primary and secondary information sources that are used to develop the specific objectives of the project. Primary and secondary sources are defined next.

#### **3.2 Primary Sources**

Primary sources of information are the pure, original sources (Lisbdnetwork, 2018). In some instances, they include disorganized, unpublished work. Streefkerk (2018) describes them as raw, first-hand and information that is more credible. In this document, primary sources are government records, conversations, observations, project documents, speeches, personal notes and websites.

#### **3.3 Secondary Sources**

Secondary sources of information are compilations, translations, or interpretations of the original document and are more readily available than primary sources (Lisbdnetwork, 2018). They can provide background information for researchers (Streefkerk, 2018). In this document, they include newspaper articles, reports, books, and websites.

**Chart 1 - Information Sources (Source: E. Perpall, The Author, June 2021)**

Objectives	Information sources	
	Primary	Secondary
1. To develop a project charter to define project components, scope and stakeholders.	<b>Meeting minutes, Project documents, government documents Internet, and conversations</b>	<i>PMBOK® Guide, PMI Practice Standards, PMBOK® Extensions, PMI Practice Guides, and Internet</i>
2. To create a Project Scope Management Plan to define what is to be included in the project and what is not to be included.	<b>Meeting minutes, project documents, government documents and personal notes</b>	<i>PMBOK® Guide, PMI Practice Standards, PMBOK® Extensions, PMI Practice Guides, and Internet</i>
3. To create a Project Schedule Management Plan to ensure that the project finishes on time.	<b>Meeting minutes, project documents, government documents and personal notes</b>	<i>PMBOK® Guide, PMI Practice Standards, PMBOK® Extensions, PMI Practice Guides, and Internet</i>
4. To create a Project Cost Management Plan to develop the project budget and ensure that the Project completes within the Budgeted amount.	<b>Meeting minutes, project documents, government documents and personal notes</b>	<i>PMBOK® Guide, PMI Practice Standards, PMBOK® Extensions, PMI Practice Guides, and Internet</i>

Objectives	Information sources	
	Primary	Secondary
5. To create a Project Quality Management Plan to ensure that the Project delivers a quality product.	<b>Meeting minutes, project documents, government documents and personal notes</b>	<i>PMBOK® Guide, PMI Practice Standards, PMBOK® Extensions, PMI Practice Guides, and Internet</i>
6. To create a Project Resource Management Plan to ensure that resources are available at the right time.	<b>Meeting minutes, project documents, government documents and personal notes</b>	<i>PMBOK® Guide, PMI Practice Standards, PMBOK® Extensions, PMI Practice Guides, and Internet</i>
7. To create a Project Communications Management Plan keep stakeholders informed in an approved manner and ensure continuous feedback.	<b>Meeting minutes, project documents, government documents and personal notes</b>	<i>PMBOK® Guide, PMI Practice Standards, PMBOK® Extensions, PMI Practice Guides, and Internet</i>
8. To create a Project Risk Management to identify project risks and define a plan to manage them.	<b>Meeting minutes, project documents, government documents and personal notes</b>	<i>PMBOK® Guide, PMI Practice Standards, PMBOK® Extensions, PMI Practice Guides, and Internet</i>
9. To create a Project Procurement Management Plan to define how to acquire project resources and rules governing the acquisitions.	<b>Meeting minutes, project documents, government documents and personal notes</b>	<i>PMBOK® Guide, PMI Practice Standards, PMBOK® Extensions, PMI Practice Guides, and Internet</i>

Objectives	Information sources	
	Primary	Secondary
10. To create a Project Stakeholders Management Plan to identify and manage stakeholders and ensure they are informed and satisfied.	<b>Meeting minutes, project documents, government documents and personal notes</b>	<i>PMBOK® Guide, PMI Practice Standards, PMBOK® Extensions, PMI Practice Guides, and Internet</i>

### 3.4 Research Methods

‘Research methods’ is the label given to the procedures used to gather information that gives readers a better understanding of the study topic (Libguides.newcastle.edu.au, 2020). There are many different types of research methods and selecting the correct one is dependant on the researcher’s objectives. In this section the author defines the qualitative research methods used in the FGP.

### 3.5 Analytical Method

Analytics Research uses critical thinking skills to interpret existing information (Research.com Staff Writer, 2020). Reasearch.com indicates that information is compiled from all available sources and evaluated. This FGP compiles speeches, documents, and other information tthat will be analyzed to complete related sections of the Project Management Plan for ProMIS.

### 3.6 Applied Method

Applied research solves problems (Kothati, 2004). It uses empirical data and is solution specific (Formplus Blog, 2007). Although this method is generally for scientific research, it will be used to apply the principles of PMI to create the components of the FGP deliverable.

### **3.7 Descriptive Method**

Kothati (2004) defines a descriptive method as one used to describe the current state. Software projects often describe the current state as a necessary tool to create the final state. This FGP will include a description of the current state and future state.

### **3.8 Case Study**

A Case study is an examination of a particular subject (McCombes, 2019). The overall FGP is a case study related to the Social Protection Management Information System (ProMIS). It is not included in the table.

### **3.9 Qualitative Method**

Bhandari (2020) defines qualitative methods as the collection and analysis of non-numerical data. This research, although it may include numbers is not statistical.

**Chart 2 - Research Methods (Source: E. Perpall, The Author, June 2021)**

Objectives	Research methods		
	Applied Method	Descriptive Method	Analytical Method
1. To develop a project charter to define project components, scope and stakeholders.	PMI Principles are applied to define the components of the project charter	Provides the project context for the current state and future state	<b>Primary and secondary information sources will be analyzed to create the project charter and define the initial Project scope.</b>
2. To create a Project Scope Management Plan to define what is to be included in the project and what is not to be included.	PMI Principles are applied to define the components of the project scope	Provides the project context for the current state and future state	<b>Primary and secondary information sources will be analyzed to refine the project scope</b>
3. To create a Project Schedule Management Plan to ensure that the project finishes on time.	PMI Principles are applied to define the components of the Schedule Management Plan	Minimal descriptive methods will be used to describe processes and documents	Primary and secondary information sources will be analyzed to create the project Schedule
4. To create a Project Cost Management Plan to develop the project budget and ensure that the Project completes within the Budgeted amount.	PMI Principles are applied to define the components of the Project Cost Management Plan	Minimal descriptive methods will be used to describe budget regulations	Primary and secondary information sources will be analyzed to create the project budget and the plan



Objectives	Research methods		
	Applied Method	Descriptive Method	Analytical Method
5. To create a Project Quality Management Plan to ensure that the Project delivers a quality product.	PMI Principles are applied to define the components of the Quality Management Plan	Minimal descriptive methods will be used to describe implementation methods	Primary and secondary information sources will be analyzed to create the quality Management plan
6. To create a Project Resource Management Plan to ensure that resources are available at the right time.	PMI Principles are applied to define the components of the Resource Management Plan	Minimal descriptive methods will be used to describe processes and documents	Primary and secondary information sources will be analyzed to determine the resource requirements and create the plan.
7. To create a Project Communications Management Plan keep stakeholders informed in an approved manner and ensure continuous feedback.	PMI Principles are applied to define the components of the Project Communications Management Plan	Descriptions of communication content will be included.	Primary and secondary information sources will be analyzed to define the methods, content, recipient and frequency of communications and create the management plan
8. To create a Project Risk Management to identify project risks and define a plan to manage them.	PMI Principles are applied to define the components of the Project Risk Management Plan	Descriptive methods will record risk descriptions and response.	Primary and secondary information sources will be analyzed to determine risk mitigation methods and create the Plan

Objectives	Research methods		
	Applied Method	Descriptive Method	Analytical Method
9. To create a Project Procurement Management Plan to define how to acquire project resources and rules governing the acquisitions.	PMI Principles are applied to define the components of the project charter	Minimal descriptive methods will be used to describe processes and documents	Information sources will be analyzed to select the contract methods and create the plan
10. To create a Project Stakeholders Management Plan to identify and manage stakeholders and ensure they are informed and satisfied.	PMI Principles are applied to define the components of the Project Stakeholder Management Plan	Minimal descriptive methods will be used to describe processes and documents	Information sources will be analyzed to create the Plan. Analytical methods will also be used to assess stakeholders.

### 3.10 Tools

‘Tools’ are linked with ‘techniques’ in most literature on project management. They are however different. Tools are operators that convert project inputs into desired results (Green, 2013). Techniques are methods a project manager uses to solve or explain problems. Tools can be software or templates that make the project manager’s job easier (Crowe, 2010). The most frequently used tool in this exercise is expert judgement. The tools and how they are used are included in this section.

For all of the objectives, expert judgement, templates, interpersonal skills, meetings, documents and data gathering were used. The main source of expert judgement is from subject matter experts

(SMEs) within DOSS who could explain the business process. Microsoft projects was also used to create the project schedule (see **Error! Reference source not found..**)

**Chart 3 - Tools (Source: E. Perpall, The Author, June 2021)**

Objectives	Tools
1. To develop a project charter to define project components, scope and stakeholders.	Expert Judgement, data gathering, meetings, project charter template, policy documents, SWOT analysis
2. To create a Project Scope Management Plan to define what is to be included in the project and what is not to be included.	Expert Judgement, data gathering, meetings, interpersonal skills, group decision making, project scope template, SIPOC template, Functional specifications template, Non-functional specifications template
3. To create a Project Schedule Management Plan to ensure that the project finishes on time.	Expert Judgement, data gathering, meetings, interpersonal skills, project schedule template, Microsoft Projects
4. To create a Project Cost Management Plan to develop the project budget and ensure that the Project completes within the Budgeted amount.	Expert Judgement, data gathering, meetings, interpersonal skills, Cost management templates, policy documents
5. To create a Project Quality Management Plan to ensure that the Project delivers a quality product.	Expert Judgement, data gathering, meetings, interpersonal skills, quality plan template, quality standards
6. To create a Project Resource Management Plan to ensure that resources are available at the right time.	Expert Judgement, data gathering, meetings, interpersonal skills, resource plan templates

Objectives	Tools
7. To create a Project Communications Management Plan to keep stakeholders informed in an approved manner and ensure continuous feedback.	Expert Judgement, data gathering, meetings, interpersonal skills, communication plan template
8. To create a Project Risk Management to identify project risks and define a plan to manage them.	Expert Judgement, data gathering, meetings, interpersonal skills, risk register template, risk management template
9. To create a Project Procurement Management Plan to define how to acquire project resources and rules governing the acquisitions.	Expert Judgement, data gathering, meetings, interpersonal skills, procurement plan templates, checklists, procurement policy documents
10. To create a Project Stakeholders Management Plan to identify and manage stakeholders and ensure they are informed and satisfied.	Expert Judgement, data gathering, meetings, interpersonal skills, stakeholder register template, stakeholder management template

**3.11 Assumptions and Constraints**

Usmani (2021) notes that assumptions and constraints place limits on projects. He implies that project fail when the project manager fails to understand them. He also notes that they must be documented. This section lists them with their associated objective in **Chart 4**. The assumptions are related to the specific deliverables of the project.

**3.12 Assumptions:**

PMI Lexicon (2017) defines assumptions as things you accept without proof. Invalidated assumptions are risks (Crowe, 2010). When assumptions prove to be false, they generally have a negative impact (Usmani, 2021).

The FGP makes the following assumptions about for the delivery of the project plan:

- The project charter will be accepted by the sponsor.
- The project scope will change throughout the project.
- The project schedule is realistic.
- The budget is sufficient to complete the project.
- The project adheres to industry standards.
- Resources will be released to the project as required.
- Stakeholders are able to connect to internet for communications.
- Development team will be in a different country.
- All likely risks have been identified.
- Tenders board processes will not take more than two weeks.
- Tenders board will approve the project.
- Project has support of DOSS administration.
- Project has support of the Permanent Secretary and Minister.

### **3.13 Constraints:**

Constraints are things that limit the project activities (PMI, 2017). They are external and therefore out of the project manager's control (Crowe, 2010). It is usually a good thing when constraints are not true (Usmani, 2021). They form boundaries for the project.

The ProMIS Project is bound by the following constraints:

- The charter must be signed before the project begins.
- Project must modify the old MIS to include all assistance payments.
- Project must be fully rolled out before the next election in 2022.
- The actual budget must not exceed the total sum approved by the Tenders board.
- The project must be rolled out to different Family Islands with different operations.
- DOSS is short staffed and not hiring any professional officers at this time.
- The Development team is in a different time zone.
- There are always unknown unknown risks.
- Procurements over \$50,000 must be approved by the Tenders Board.

- The press has to be notified of release date and project scope.

**Chart 4 - Assumptions and Constraints (Source: E. Perpall, The Author, June 2021)**

Objectives	Assumptions	Constraints
1. To develop a project charter to define project components, scope and stakeholders.	The project charter will be accepted by the sponsor	The charter must be signed before the project begins
2. To create a Project Scope Management Plan to define what is to be included in the project and what is not to be included.	The project scope will change throughout the project	Project must modify the old MIS to include all assistance payments
3. To create a Project Schedule Management Plan to ensure that the project finishes on time.	The project schedule is realistic	Project must be fully rolled out before the next election in 2022
4. To create a Project Cost Management Plan to develop the project budget and ensure that the Project completes within the Budgeted amount.	The budget is sufficient to complete the project	The actual budget must not exceed the total sum approved by the Tenders board
5. To create a Project Quality Management Plan to ensure that the Project delivers a quality product.	The project adheres to industry standards	The project must be rolled out to different Family Islands with different operations

Objectives	Assumptions	Constraints
6. To create a Project Resource Management Plan to ensure that resources are available at the right time.	Resources will be released to the project as required	DOSS is short staffed and not hiring any professional officers at this time
7. To create a Project Communications Management Plan keep stakeholders informed in an approved manner and ensure continuous feedback.	Stakeholders are able to connect to internet for communications. Development team will be in a different country	The Development team is in a different time zone.
8. To create a Project Risk Management to identify project risks and define a plan to manage them.	All likely risks have been identified	There are always unknown unknown risks
9. To create a Project Procurement Management Plan to define how to acquire project resources and rules governing the acquisitions.	Tenders board processes will not take more than two weeks. Tenders board will approve the project.	Procurements over \$50,000 must be approved by the Tenders Board

Objectives	Assumptions	Constraints
10. To create a Project Stakeholders Management Plan to identify and manage stakeholders and ensure they are informed and satisfied.	Project has support of DOSS administration. Project has support of the Permanent Secretary and Minister.	The press has to be notified of release date and project scope

### 3.14 Deliverables

Deliverables are the entire product or parts of the product that the project produces (Crowe, 2010). They may be tangible like documents or intangible like workshops. The FGP is a Project Management Plan that is composed of several subsidiary plans. The deliverables and their related specific objectives are in **Chart 5**.

The Project deliverables are the Project Charter, Project Management Plan and its subsidiary plans, assumption log, stakeholder register, requirements management plan, requirements traceability matrix, scope baseline, scope statement, activity list, activity attributes, network diagrams, activity resource requirements, activity duration estimates, schedule baseline, cost baseline, process improvement plan, quality metrics, quality checklists, RACI chart, resource calendars, communications matrix, risk register, and agreements.



**Chart 5 - Deliverables (Source: E. Perpall, The Author, June 2021)**

<b>Objectives</b>	<b>Deliverables</b>
1. To develop a project charter to define project components, scope and stakeholders.	Project Charter, Assumption Log, Stakeholder register
2. To create a Project Scope Management Plan to define what is to be included in the project and what is not to be included.	Project Scope Management Plan, Requirements Management plan, Requirements Traceability Matrix, Scope baseline, Scope Statement
3. To create a Project Schedule Management Plan to ensure that the project finishes on time.	Project Schedule Management Plan, activity list, activity attributes, network diagrams, activity resource requirements, Activity duration estimates, schedule baseline,
4. To create a Project Cost Management Plan to develop the project budget and ensure that the Project completes within the Budgeted amount.	Project Cost Management Plan, Cost Baseline
5. To create a Project Quality Management Plan to ensure that the Project delivers a quality product.	Project Quality Management Plan, Process improvement plan, quality metrics, quality checklists,
6. To create a Project Resource Management Plan to ensure that resources are available at the right time.	Project Resource Management Plan, RACI Chart, resource calendars

<b>Objectives</b>	<b>Deliverables</b>
7. To create a Project Risk Management Plan to identify project risks and define a plan to manage them.	Project Risk Management Plan, Risk Register
8. To create a Project Procurement Management Plan to define how to acquire project resources and rules governing the acquisitions.	Project Procurement Management Plan, Agreements
9. To create a Project Stakeholders Management Plan to identify and manage stakeholders and ensure they are informed and satisfied.	Project Stakeholders Management Plan

#### 4. RESULTS

This chapter is contains the Project Charter that authorizes the ProMIS and the Project Management Plan to guide project activities. The Plan is composed of nine subsidiary plans.

##### 4.1 PromIS Project Charter

This Project Charter formally authorizes a collaboration between the Department of Social Services and the Department of Transformation and Digitization and the relationship with the vendor. It provides a high-level view of the project to create and deploy a Social Protection Management Information System (ProMIS). This charter also defines the initial project requirements, assumptions and identifies key stakeholders. It is built on the Project Business Case at Appendix 4. The key assumptions and stakeholder list are used to begin the assumptions register and stakeholders register respectively. Templates for both documents are found at Appendixes 5 and 6.

**Chart 6 - ProMIS Project Charter (Source: E. Perpall, The Author, August 2021)**

<b>Agency:</b> DOSS		<b>Funding Agency:</b> DOSS and DTD		<b>Business Analyst:</b> E Perpall	
<b>Project Objective:</b> To leverage existing software to automate applications for assistance in disaster situations and normal operations within 24 months.			<b>Objectives:</b> <ul style="list-style-type: none"> <li>• Reduce processing time to 5 business days</li> <li>• Improve financial record keeping accuracy by 75%</li> <li>• Improve statistical reporting by 80%</li> <li>• Reduce fraud by 90%</li> </ul>		
<b>Project Size</b>					
<b>Small</b> (< 6 months/less than \$500k)				<b>Medium</b> (6 months – 1 year/ \$500k - \$1M)	
<b>Large</b> (1 – 2 years/ \$1M - \$2M)				<b>Mega</b> (more than 2 years/ more than \$2M)	
<b>Other:</b> <i>Project will take eighteen to 24 months but will leverage existing software for estimated \$350,000</i>					
<b>In Scope:</b> Backend and public facing system for processing and payments for social assistance benefits.					
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>• Disaster management modules for rapid processing of disaster related applications</li> <li>• Payment modules to provide end-to-end tracking of payments for better record keeping</li> <li>• Daily operations modules to manage statistics on clients served</li> <li>• A public-facing portal to manage applications and ensure there are no intentional or accidental duplications</li> </ul>					

<b>Stakeholders:</b>		
<ul style="list-style-type: none"> <li>• Project Sponsor – DTD Director</li> <li>• Technical Lead - DTD Infrastructure Manager</li> <li>• Project Manager – DTD Business Analyst with responsibility for DOSS</li> <li>• Client Agency – Department of Social Services</li> </ul>		
<b>Resources:</b>		
Officer	Role	Responsibility
E. Perpall	Project Manager	Chair project team meetings, escalate issues to sponsor, vendor management, contract management, direct the execution of the project
J. Humes	Agency Project Manager	Coordinate DOSS resources; coordinate access to premises
D. Inniss	Technical Lead	Technical guidance and resources
<b>Success Criteria:</b>		
<ul style="list-style-type: none"> <li>• 100% of social assistance benefits automated</li> <li>• 100% Disaster social assistance benefits automated</li> <li>• User friendly public facing portal for applicants operational</li> </ul>		
<b>Assumptions:</b>		<b>Constraints:</b>
<ul style="list-style-type: none"> <li>• DTD will provide the necessary Infrastructure</li> <li>• DOSS will release SMEs when necessary</li> <li>• DOSS will provide access to premises when necessary</li> </ul>		<ul style="list-style-type: none"> <li>• All communications and data are handled in a confidential and careful manner.</li> <li>• Existing data must be migrated</li> <li>• Educational and Health conditions must be removed</li> </ul>
<b>Risks:</b>		<b>Issues:</b>
<ul style="list-style-type: none"> <li>• Changing Priorities and personnel</li> <li>• Early general election</li> <li>• Hurricanes</li> <li>• Intentional fraud during disasters due to lost documents</li> </ul>		<ul style="list-style-type: none"> <li>• Incomplete records</li> <li>• Need to verify applicants without uploading documents</li> </ul>
<b>Signatures:</b>		
<b>DOSS Sponsor</b>		<b>Date</b>
<b>DTD Sponsor</b>		<b>Date</b>

**4.2 ProMIS Scope Management Plan**

Scope management processes ensure that the project contains all the work needed to produce the desired results while ensuring no extra work or expense is expended. This section of the plan defines the scope baseline and outlines how the project scope will be.

**4.2.1 Roles and Responsibilities**

Roles and responsibilities are defined in this section so that each key stakeholder is aware of what is expected and of them in relation to the project scope.

**Chart 7 - ProMIS Stakeholder Table (Source: E. Perpall, The Author; August 2021)**

Stakeholder	Role	Responsibilities
DTD Director	Sponsor	<ul style="list-style-type: none"> <li>- Approve or deny scope change requests as appropriate</li> <li>- Evaluate need for scope change requests</li> <li>- Accept project deliverables</li> </ul>
DTD Business Analyst with Responsibility for DOSS	Project Manager	<ul style="list-style-type: none"> <li>- Measure and verify project scope</li> <li>- Facilitate scope change requests</li> <li>- Facilitate impact assessments of scope change requests</li> <li>- Organize and facilitate scheduled change control meetings</li> <li>- Communicate outcomes of scope change requests</li> <li>- Update project documents upon approval of all scope changes</li> </ul>
DTD Infrastructure Manager	Technical Lead	<ul style="list-style-type: none"> <li>- Measure and verify project scope</li> <li>- Validate scope change requests</li> <li>- Participate in impact assessments of scope change requests</li> <li>- Communicate outcomes of scope change requests to team</li> <li>- Facilitate team level change review process</li> </ul>
DOSS Director	DOSS Sponsor	<ul style="list-style-type: none"> <li>- Approve or deny scope change requests as appropriate</li> <li>- Evaluate need for scope change requests</li> <li>- Accept project deliverables</li> </ul>
DOSS Subject Matter Expert	Team Member	<ul style="list-style-type: none"> <li>- Participate in defining change resolutions</li> <li>- Evaluate the need for scope changes and communicate them to the project manager as necessary</li> </ul>

#### **4.2.2 Scope Statement**

The project scope statement defines the work should be performed in order to eliminate any implied but unnecessary work which falls outside the of the project’s scope. It provides a detailed description of the project deliverables, constraints, exclusions, assumptions, and acceptance criteria.

**Chart 8 – ProMIS Project Scope Statement (Source: E. Perpall, The Author; August 2021)**

<b>ORGANIZATION</b>		Department of Transformation and Digitization	
<b>PROJECT NAME</b>	Social Protection Management Information System (ProMIS)		
<b>CLIENT</b>	Department of Social Services		
<b>VERSION NUMBER</b>	1.0.0		
<b>SPONSOR</b>	DTD Director, DOSS Director		
<b>PROJECT</b>		ProMIS	
<b>INTRODUCTION</b>			
The purpose of this project is to modify an existing management information system to manage application for and disbursement of payments to Department of Social Services.			
<b>BACKGROUND</b>			
On September 1, 2019 Hurricane Dorian severely damaged Abaco and Grand Bahama Islands. Department of Social Services has an inefficient manual process that make processing of assistance payments difficult. There is an existing but unused information system that can be modified to meet the new requirements.			
<b>HUMAN RESOURCE REQUIREMENTS</b>		<b>SOFTWARE REQUIREMENTS</b>	<b>HARDWARE REQUIREMENTS</b>
1. Technical Lead	2. Subject Matter Experts	3. Procurement Lead	1. Windows operating system
			2. Chrome
			3. Windows explorer
			4. Firefox
			5. Server
			6. Desktops
			1. Printers
			2. GWAN connectivity
<b>IN SCOPE</b>		<b>OUT OF SCOPE</b>	
1. Modification of the CCTMIS to receive applications and issue payments for <ul style="list-style-type: none"> <li>• Disaster management</li> <li>• Normal operations</li> </ul>		1. Development of new MIS	
2. Public Facing Portal			
<b>PROJECT DELIVERABLES</b>			
1. Design Documents			
2. ProMIS Management Information System			
3. Training/test environment			
4. Training Plan			
5. Knowledge transfer			
6. Implementation Plan			
7. Change Management Plan			
<b>MILESTONES</b>			

EST DELIVERY DATE	PROJECT MILESTONE TITLE
October 1, 2019	<b>Project Charter Signed</b>
October 15, 2019	<b>Project Kick-off Meeting</b>
November 1, 2019	<b>Disaster Back office Module operational</b>
November 15, 2019	<b>Disaster Portal launched</b>
May 15, 2021	<b>Expert Users Trained</b>
June 1, 2021	<b>ProMIS back-officer fully operational</b>
September 1, 2021	<b>ProMIS Portal launched</b>
<b>STAKEHOLDERS</b>	
IT-AFFECTED TEAMS	<b>Infrastructure team, Help Desk, Subject Matter experts, On the Road Team</b>
NON-IT AFFECTED TEAMS	<b>Social Workers, Accounts department, Administration Department</b>
STEERING COMMITTEE	<b>DTD Director, DOSS Director, Project Manager</b>
CUSTOMERS	<b>Applicants for Social Service Benefits</b>
POTENTIAL / OTHER	<b>National Insurance Board, Digital Transformation Unit, Cabinet</b>
<b>SERVICES   SERVICE COORDINATION</b>	
<b>EXECUTING AGENCY RESPONSIBILITIES</b>	
Project management, technical support, vendor management, contract management, IT procurement, RFP Development, Process reengineering	
<b>CLIENT AGENCY RESPONSIBILITIES</b>	
Subject Matter Experts, financing, access to premises, training site, content for public facing portals, document templates, verbiage for notifications, sign-off on UAT	
<b>VENDOR RESPONSIBILITIES</b>	
Design and develop modifications to ProMIS, Hardware Specifications, system documentation, training plan, Expert User training, UAT	
<b>PROJECT RISKS</b>	
<b>ISSUE / RISK</b>	<b>MITIGATION / CONTINGENCY</b>
Scope creep	Formal Change Management Plan

Poorly defined requirements	Requirements validation
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**CRITERIA FOR COMPLETION**

1. ProMIS operational
2. Public facing portal operational
3. Training/test environment operational
4. Officers trained

**BUSINESS TERMS / CONDITIONS**

**CONTRACT MODIFICATIONS**

No changes will be made without written authorization of the duly authorized representative of both parties.

**CONFIDENTIALITY**

- The following information shall be held strict confidence:
- Unpublished technical information
  - Unpublished government information
  - Client data

**TERMINATION**

Termination notice must be written and duly signed by the authorized representative of either party.

**AUTHORIZATION**

CLIENT SIGNATURE	CLIENT PRINTED NAME	CLIENT DATE
PROVIDER SIGNATURE	PROVIDER PRINTED NAME	PROVIDER DATE

**4.2.3 Work Breakdown Structure (WBS)**

The Project will be divided into individual work packages which will not exceed 40 hours of work to facilitate effective management. This will allow the Project Manager to more effectively manage the project’s scope as the project team works on the tasks necessary for project completion. The Outline view was selected as it is easier to understand and manage.



**Chart 9 – ProMIS WBS (Source: E. Perpall, The Author, August 2021)**

Level 1	Level 2	Level 3
<b>1. ProMIS</b>	<b>1.1 Initiation</b>	1.1.1 Develop Business Case
		1.1.2 Develop Project Charter
	<b>1.2 Planning</b>	1.2.1 Create Preliminary Scope Statement
		1.2.2 Determine Project Team
		1.2.3 Project Team Kickoff Meeting
		1.2.4 Develop Project Plan
	<b>1.3 Execution</b>	1.3.1 Project Kickoff Meeting
		1.3.2 Verify & Validate User Requirements
		1.3.3 Design Solution
		1.3.4 Procure Hardware and Software
		1.3.5 Install Development System
		1.3.6 Testing Phase
		1.3.7 Install Live System
		1.3.8 User Training
		1.3.9 Go Live
	<b>1.4 Control</b>	1.4.1 Project Management
		1.4.2 Project Status Meetings
		1.4.3 Risk Management
		1.4.4 Update Project Management Plan

	<b>1.5 Closeout</b>	1.5.1 Audit Procurement
		1.5..2 Document Lessons Learned
		1.5.3 Update Files/Records
		1.5.4 Gain Formal Acceptance
		1.5.5 Archive Files/Documents
		1.5.6 Dismiss Project Team

#### 4.2.4 WBS Dictionary

The WBS defines the elements of the Work Breakdown structure. Changes to the WBS must be approved by the project steering committee who also serve as the change control board.

**Chart 10 – ProMIS WBS Dictionary (Source: E. Perpall, The Author, August 2021)**

<b>WBS Dictionary</b>			
Level	WBS Code	Element Name	Definition
1	1	ProMIS	All work to design, develop and deploy the ProMIS application
2	1.1	Initiation	The work to initiate the project.
3	1.1.1	Develop Business Case	Working group to evaluate solution sets and make recommendations in a Business Case.
3	1.1.2	Develop Project Charter	Project Manager to develop the Project Charter.
2	1.2	Planning	All of the work required to create the plan for the project.
3	1.2.1	Create Preliminary Scope Statement	Project Manager creates a Preliminary Scope Statement.
3	1.2.2	Determine Project Team	The Project Manager determines the project team and requests the resources.
3	1.2.3	Project Team Kick-off Meeting	The planning process is officially started with a project kick-off meeting which includes the Project Manager and Project Team.
3	1.2.4	Develop Project Plan	Under the direction of the Project Manager, the team develops the project plan.
2	1.3	Execution	All work required to execute the project.

WBS Dictionary			
Level	WBS Code	Element Name	Definition
3	1.3.1	Project Kick-off Meeting	Project Manager conducts a formal kick off meeting with the project team, project stakeholders and project sponsor.
3	1.3.2	Verify & Validate User Requirements	The original user requirements is reviewed by the project manager and team, and then validated with the users/stakeholders. This is where additional clarification may be needed.
3	1.3.3	Design System	The technical resources design the ProMIS.
3	1.3.4	Procure Hardware/Software	The procurement of all hardware, software and facility needs for the project.
3	1.3.5	Install Development System	Team installs a development system for testing and customizations of user interfaces.
3	1.3.6	Testing Phase	The system is tested with a select set of users.
3	1.3.7	Install Live System	The actual system is installed and configured.
3	1.3.8	User Training	All users are provided with a four hours training class. Additionally, managers are provided with an additional two hours class to cover advanced reporting.
3	1.3.9	Go Live	System goes live with all users.
2	1.4	Control	The work involved for the control process of the project.
3	1.4.1	Project Management	Overall project management for the project.
3	1.4.2	Project Status Meetings	Weekly team status meetings.
3	1.4.3	Risk Management	Risk management efforts as defined in the Risk Management Plan.
3	1.4.4	Update Project Management Plan	Project Manager updates the Project Management Plan as the project progresses.
2	1.5	Closeout	All the work required to close-out the project.
3	1.5.1	Audit Procurement	An audit of all hardware and software procured for the project. Ensures that all procured products are accounted for and in the asset management system.
3	1.5.2	Document Lessons Learned	Project Manager along with the project team performs a lessons learned meeting and documents the lessons learned for the project.

WBS Dictionary			
Level	WBS Code	Element Name	Definition
3	1.5.3	Update Files/Records	All files and records are updated to reflect the widget management system.
3	1.5.4	Gain Formal Acceptance	The Project Sponsor formally accepts the project by signing the acceptance document included in the project plan.
3	1.5.5	Archive Files/Documents	All project related files and documents are formally archived.

### 4.2.5 Requirements Management Plan

**Chart 11 – ProMIS Requirements Management Plan (Source: E. Perpall, The Author, August 2021)**

Requirements Identification	Interviews, workshops, observation, user stories.	
Requirements Analysis	<ul style="list-style-type: none"> <li>• Product and project requirements</li> <li>• Where in the WBS the requirements will fall or what work activities correspond to them.</li> <li>• Accountability and priority for each requirement will also be determined as part of the analysis.               <ul style="list-style-type: none"> <li>○ Metrics and acceptance criteria</li> </ul> </li> </ul>	
Requirements Documentation	<ul style="list-style-type: none"> <li>• All requirements will also be added to the project requirements checklist which must be completed before formal project closure is accepted by the project sponsor.</li> </ul>	
Ongoing Requirements Management	The project manager will ensure all team members are reporting requirement status and raising any issues or concerns with their assigned requirements throughout the project. The established change control process will be used when changes to the requirements are necessary.	
Requirements Prioritization	Priority	Definition
	High	Mission critical requirements for product release
	Medium	Supports Product/project but can be deferred for another release
	Low	Nice to have but necessary and implemented only if resources are available
Metrics	<b>Cost</b>	ProMIS must be delivered at a cost of \$340,000

	<b>Time</b>	ProMIS must be delivered in 18 – 24 months
	<b>Performance</b>	<ul style="list-style-type: none"> <li>• 90% of all user inquiry transactions should be completed in 2 seconds.</li> <li>• 90% of all user update transactions should be completed in 3 seconds.</li> <li>• The remaining 10% of user transactions (both inquiries and updates) should be completed in 5 seconds.</li> </ul>

#### 4.2.6 Requirements Traceability Matrix

The requirements traceability matrix ensures that the requirements are completed in accordance with the Project Charter. It will be completed in conjunction with the Vendor’s Design document. At this time only four high-level requirements are known.

**Chart 12 – ProMIS Requirements Traceability Matrix Chart (Source: E. Perpall, The Author, August 2021)**

ProMIS REQUIREMENTS TRACEABILITY MATRIX					
<b>PROJECT MANAGER:</b>	E. Perpall			<b>SPONSOR</b>	DTD Director
REQUIREMENT INFORMATION				RELATIONSHIP TRACEABILITY	
ID	CATEGORY	REQUIREMENT	PRIORITY	SOURCE	BUSINESS OBJECTIVE
001	Mandatory	Must be hosted in government data centre	High	DTD Director	Keep data in Bahamas
002	Mandatory	Must have public facing portal	High	DOSS	Reduce persons needing to come to office
003	Mandatory	Portal must be adaptive	High	DOSS	Can be use don any device
004	Mandatory	Disaster management must be first	High	DOSS	Process displaced persons

### 4.3 ProMIS Schedule Management Plan

A Schedule management plan is necessary to ensure the project completes on time. It is a modification of the template created by ProjectManagementDocs.com

#### 4.3.1 Schedule Roles and Responsibilities

**Chart 13 - ProMIS Roles and Responsibilities (Source: E. Perpall, The Author, August 2021)**

Role	Responsibility
Project manager	<ul style="list-style-type: none"><li>• Facilitate work package definition, sequencing, and estimating duration and resources with the project team.</li><li>• Creating project schedule with team, stakeholders and sponsor.</li><li>• Getting the schedule approved.</li><li>• Hold weekly meetings to get schedule updates and initiating activities to realign the schedule</li><li>• Submit schedule change requests to the Sponsor for approval</li></ul>
Project team	<ul style="list-style-type: none"><li>• Participating in work package definition, sequencing, and duration and resource estimating.</li><li>• Review and validate the proposed schedule and perform assigned activities once the schedule is approved.</li><li>• Provide project manager with schedule updates.</li></ul>
Project Sponsor	<ul style="list-style-type: none"><li>• Participate in reviews of the proposed schedule and approve the final schedule before it is baselined.</li><li>• Review and approve schedule changes</li></ul>
Project stakeholders	<ul style="list-style-type: none"><li>• Participate in reviews of the proposed schedule and assist in its validation</li></ul>

A schedule change request will be made to the project sponsor if either of the two following conditions is true:

- The proposed change will modify the duration of an individual work package by 10% or more.
- The change will modify the duration of the overall baseline schedule by 10% or more.

Any change requests that do not meet these thresholds may be submitted to the project manager for approval.

### 4.3.2 Project Schedule Baseline

The Project schedule includes the tasks that will be assigned to Project team members. Execution of the project will be tracked according to this baseline. Efforts must be made to ensure that project approvals are made in the allotted time. Failure to do so can adversely affect the project timeline. The project schedule will be tracked during regular team meetings. Actual start and finish dates will be added to tasks along with a column that indicates whether the task/project on schedule. Historically, this developer has delivered according to schedule. Variances in the CCT project were due to administrative delays by the DOSS. The stakeholders will have to be carefully managed to ensure that this does not occur in this project. Written communications will be followed by verbal communications and reminders to ensure that approvals and payments are made in a timely manner.

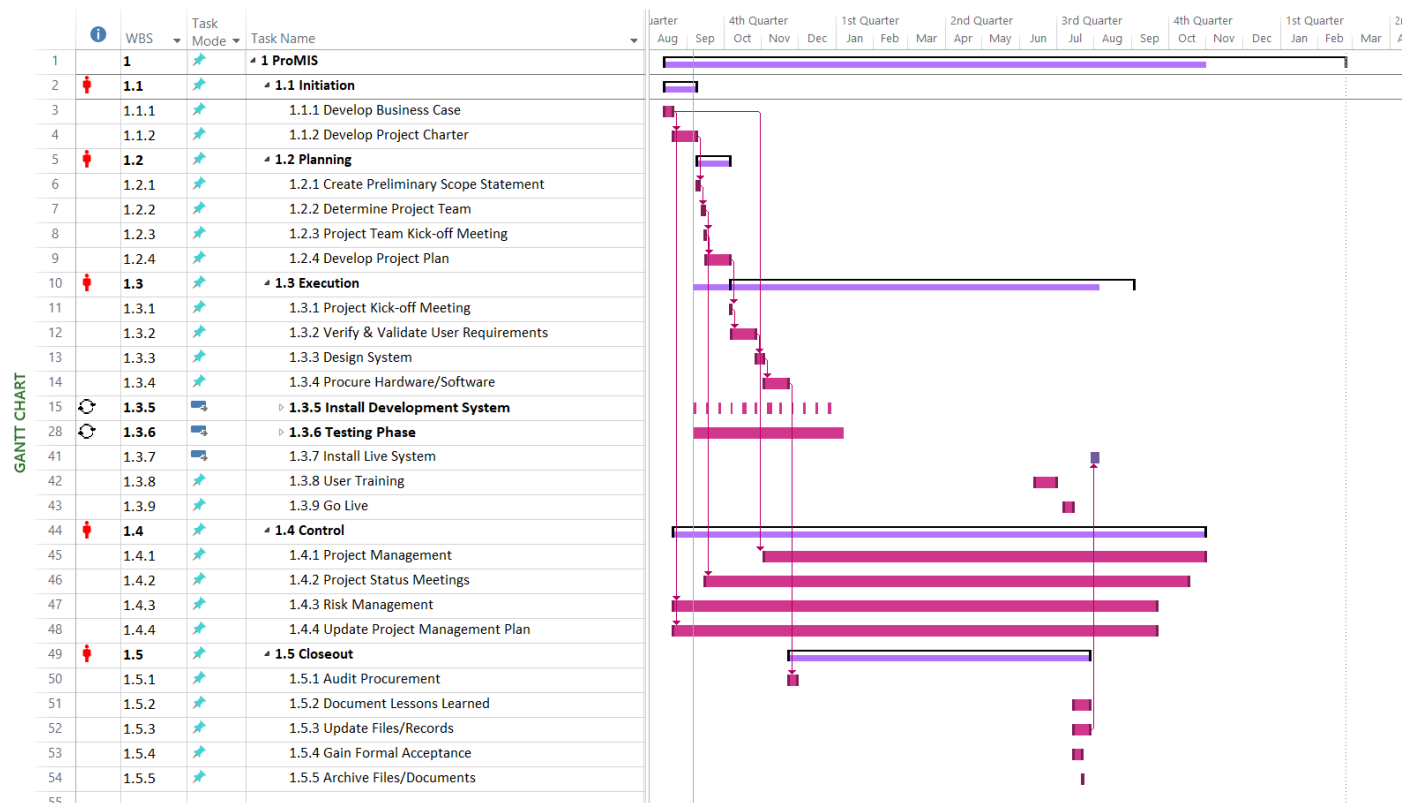
**Chart 14 – ProMIS Schedule Baseline (Source: E. Perpall, The Author, August 2021)**

WBS	Task Name	Duration	Start	Finish	Predecessors
<b>1</b>	<b>ProMIS</b>	<b>547 days</b>	<b>Fri 13/08/21</b>	<b>Mon 18/09/23</b>	
<b>1.1</b>	<b>Initiation</b>	<b>19 days</b>	<b>Fri 13/08/21</b>	<b>Wed 08/09/21</b>	
1.1.1	Develop Business Case	5 days	Fri 13/08/21	Thu 19/08/21	
1.1.2	Develop Project Charter	14 days	Fri 20/08/21	Wed 08/09/21	3
<b>1.2</b>	<b>Planning</b>	<b>19 days</b>	<b>Thu 09/09/21</b>	<b>Tue 05/10/21</b>	
1.2.1	Create Preliminary Scope Statement	2 days	Thu 09/09/21	Fri 10/09/21	4
1.2.2	Determine Project Team	2 days	Mon 13/09/21	Tue 14/09/21	6
1.2.3	Project Team Kick-off Meeting	1 day	Wed 15/09/21	Wed 15/09/21	7
1.2.4	Develop Project Plan	14 days	Thu 16/09/21	Tue 05/10/21	8
<b>1.3</b>	<b>Execution</b>	<b>238 days</b>	<b>Wed 06/10/21</b>	<b>Fri 02/09/22</b>	
1.3.1	Project Kick-off Meeting	1 day	Wed 06/10/21	Wed 06/10/21	9
1.3.2	Verify & Validate User Requirements	14 days	Thu 07/10/21	Tue 26/10/21	11
1.3.3	Design System	5 days	Wed 27/10/21	Tue 02/11/21	12
1.3.4	Procure Hardware/Software	14 days	Wed 03/11/21	Mon 22/11/21	13
<b>1.3.5</b>	<b>Install Development System</b>	<b>124 days</b>	<b>Mon 06/12/21</b>	<b>Thu 26/05/22</b>	<b>14</b>

WBS	Task Name	Duration	Start	Finish	Predecessors
1.3.6	Testing Phase	120 days	Mon 20/12/21	Fri 03/06/22	15
1.3.7	Install Live System	5 days	Mon 06/06/22	Fri 10/06/22	28
1.3.8	User Training	14 days	Mon 13/06/22	Thu 30/06/22	41
1.3.9	Go Live	6 days	Thu 07/07/22	Thu 14/07/22	41
1.4	Control	312 days	Fri 20/08/21	Mon 31/10/22	
1.4.1	Project Management	259 days	Wed 03/11/21	Mon 31/10/22	3
1.4.2	Project Status Meetings	284 days	Wed 15/09/21	Mon 17/10/22	7
1.4.3	Risk Management	284 days	Fri 20/08/21	Wed 21/09/22	3
1.4.4	Update Project Management Plan	284 days	Fri 20/08/21	Wed 21/09/22	3
1.5	Closeout	178 days	Tue 23/11/21	Thu 28/07/22	
1.5.1	Audit Procurement	5 days	Tue 23/11/21	Mon 29/11/21	14
1.5.2	Document Lessons Learned	10 days	Fri 15/07/22	Thu 28/07/22	43
1.5.3	Update Files/Records	10 days	Fri 15/07/22	Thu 28/07/22	43
1.5.4	Gain Formal Acceptance	5 days	Fri 15/07/22	Thu 21/07/22	43
1.5.5	Archive Files/Documents	1 day	Fri 22/07/22	Fri 22/07/22	53

### 4.3.3 Project Gantt Chart

Chart 15 - ProMIS Gantt Chart (Source: E. Perpall, The Author, August 2021)



The Gantt Chart graphically depicts the Project schedule. The lavender lines are the summary tasks and pink lines show the actual work. The horizontal black lines show the time allocated for

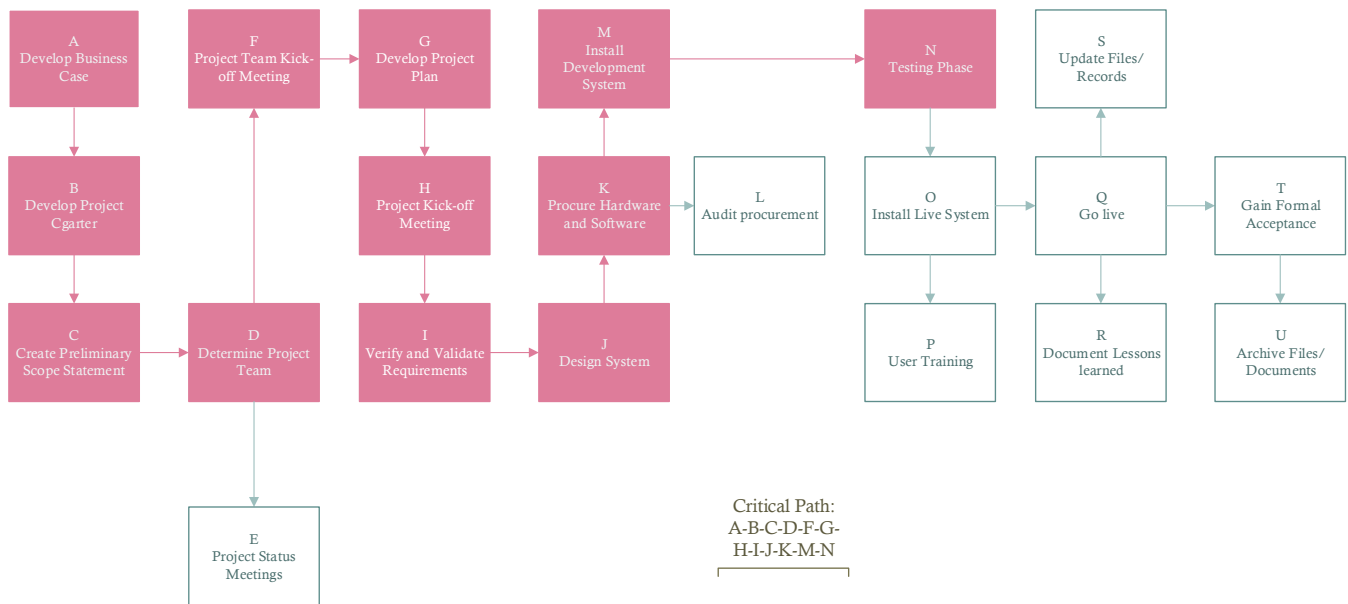


the summary task which group similar tasks together. The horizontal pink lines are tasks. It should be noted that although the Project has been estimated to finish in February, provided there is no delay, it should be completed in October. It should also be noted that tasks 1.3.5 and 1.3.6 are repeated several times. This is because vendor is using an agile methodology and will release functional modules every two weeks.

#### 4.3.4 Project Network Diagram

The Project Network Diagram clearly shows the critical path for the project. These are the activities that must be most closely monitored because if they are delayed, they will affect the completion of the project. The project timeline can be altered after the testing phase without delaying the projected completion of the project.

**Chart 16 - ProMIS Critical Path (Source: E. Perpall, The Author, August 2021)**



The critical path of the Project is the sequence of activities that are time-sensitive. This means if they take more time than expected, the whole Project will be late. In most instances, one or more other activities cannot begin until they are completed. The tasks A – N are all time sensitive with the exception of E. These are mainly the ones that provide the authorizations for the Project. That

is a major concern as traditionally, authorization for government projects take an inordinately long time. Another item that takes long is procurement. In order to ensure that these tasks do not negatively impact the schedule, some activities will be done in simultaneously.

#### 4.4 ProMIS Cost Management Plan

The Cost Management Plan is based on a template by ProjectManagementDocs.com. Performance of the project will be measured using Earned Value Management. The following four Earned Value metrics will be used to measure to projects cost performance:

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

If the Schedule Performance Index or Cost Performance Index has a variance of between 0.1 and 0.2 the Project Manager must report the reason for the exception. If the SPI or CPI has a variance of greater than 0.2 the Project Manager must report the reason for the exception and provide management a detailed corrective plan to bring the projects performance back to acceptable levels.

**Chart 17 - Performance Measures (Source: E. Perpall, The Author, September 2021)**

Performance Measure	Yellow	Red
Schedule Performance Index (SPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2

Performance Measure	Yellow	Red
Cost Performance Index (CPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater than 1.2

**4.4.1 Cost Baseline**

The ProMIS Project is estimated to cost \$350,000. The costs are to be distributed among Project deliverables as follows:

**Chart 18 - ProMIS Cost Baseline (Source E. Perpall, The Author. September 2021)**

Deliverables	Amount (\$)
Requirements Validation	12,000
Design Document	78,000
Development of ProMIS and Portal	233,800
Training and Documentation	28,200
Contingency	20,000
<b>Total</b>	<b>350,000</b>

Costs are related to tasks in the Project Schedule. Costs for internal resources have not yet been calculated and are not depicted in the Schedule. Additionally, in this instance the recurring tasks are expanded.

**Chart 19 – ProMIS Project Schedule with Cost (Source: E. Perpall, The Author, September 2021)**

Outline number	Name	Duration	Start	Finish	% complete	Costs (\$)
<b>1</b>	<b>ProMIS</b>	<b>307 days</b>	<b>7/30/2021</b>	<b>10/15/2022</b>	<b>0%</b>	<b>350,000.00</b>
<b>1.1</b>	<b>Initiation</b>	<b>19 days</b>	<b>7/30/2021</b>	<b>8/24/2021</b>	<b>100%</b>	
1.1.1	Develop Business Case	5 days	7/30/2021	8/4/2021	100%	
1.1.2	Develop Project Charter	14 days	8/7/2021	8/24/2021	100%	

Outline number	Name	Duration	Start	Finish	% complete	Costs (\$)
<b>1.2</b>	<b>Planning</b>	<b>19 days</b>	<b>8/25/2021</b>	<b>9/22/2021</b>	<b>50%</b>	
1.2.1	Create Preliminary Scope Statement	2 days	8/25/2021	8/28/2021	100%	
1.2.2	Determine Project Team	2 days	8/29/2021	9/1/2021	100%	
1.2.3	Project Team Kick-off Meeting	1 day	9/2/2021	9/2/2021	0%	
1.2.4	Develop Project Plan	14 days	9/3/2021	9/22/2021	0%	
<b>1.3</b>	<b>Execution</b>	<b>239 days</b>	<b>7/30/2021</b>	<b>7/7/2022</b>	<b>0%</b>	<b>330,000.00</b>
1.3.1	Project Kick-off Meeting	1 day	9/23/2021	9/23/2021	0%	
1.3.2	Verify & Validate User Requirements	14 days	9/24/2021	10/13/2021	0%	12,000.00
1.3.3	Design System	5 days	10/14/2021	10/20/2021	0%	78,000.00
1.3.4	Procure Hardware/Software	14 days	10/21/2021	11/11/2021	0%	10,000.00
<b>1.3.5</b>	<b>Install Development System</b>	<b>82 days</b>	<b>7/30/2021</b>	<b>11/25/2021</b>	<b>0%</b>	<b>72,000.00</b>
1.3.5.1	Install Development System 1	2 days	7/30/2021	8/1/2021	0%	6,000.00
1.3.5.2	Install Development System 2	2 days	8/10/2021	8/11/2021	0%	6,000.00
1.3.5.3	Install Development System 3	2 days	8/21/2021	8/22/2021	0%	6,000.00
1.3.5.4	Install Development System 4	2 days	9/1/2021	9/2/2021	0%	6,000.00
1.3.5.5	Install Development System 5	2 days	9/13/2021	9/14/2021	0%	6,000.00
1.3.5.6	Install Development System 6	2 days	9/21/2021	9/22/2021	0%	6,000.00
1.3.5.7	Install Development System 7	2 days	10/1/2021	10/4/2021	0%	6,000.00
1.3.5.8	Install Development System 8	2 days	10/11/2021	10/12/2021	0%	6,000.00
1.3.5.9	Install Development System 9	2 days	10/21/2021	10/22/2021	0%	6,000.00
1.3.5.10	Install Development System 10	2 days	11/3/2021	11/4/2021	0%	6,000.00
1.3.5.11	Install Development System 11	2 days	11/12/2021	11/13/2021	0%	6,000.00
1.3.5.12	Install Development System 12	2 days	11/24/2021	11/25/2021	0%	6,000.00
<b>1.3.6</b>	<b>Testing Phase</b>	<b>90 days</b>	<b>7/30/2021</b>	<b>12/5/2021</b>	<b>0%</b>	<b>24,000.00</b>
1.3.6.1	Testing Phase 1	10 days	7/30/2021	8/11/2021	0%	2,000.00
1.3.6.2	Testing Phase 2	10 days	8/10/2021	8/23/2021	0%	2,000.00
1.3.6.3	Testing Phase 3	10 days	8/21/2021	9/3/2021	0%	2,000.00
1.3.6.4	Testing Phase 4	10 days	9/1/2021	9/14/2021	0%	2,000.00
1.3.6.5	Testing Phase 5	10 days	9/13/2021	9/24/2021	0%	2,000.00

Outline number	Name	Duration	Start	Finish	% complete	Costs (\$)
1.3.6.6	Testing Phase 6	10 days	9/21/2021	10/4/2021	0%	2,000.00
1.3.6.7	Testing Phase 7	10 days	10/1/2021	10/14/2021	0%	2,000.00
1.3.6.8	Testing Phase 8	10 days	10/11/2021	10/22/2021	0%	2,000.00
1.3.6.9	Testing Phase 9	10 days	10/21/2021	11/5/2021	0%	2,000.00
1.3.6.10	Testing Phase 10	10 days	11/3/2021	11/14/2021	0%	2,000.00
1.3.6.11	Testing Phase 11	10 days	11/12/2021	11/25/2021	0%	2,000.00
1.3.6.12	Testing Phase 12	10 days	11/24/2021	12/5/2021	0%	2,000.00
1.3.7	Install Live System	5 days	7/1/2022	7/7/2022	0%	11,000.00
1.3.8	User Training	14 days	5/15/2022	6/2/2022	0%	28,200.00
1.3.9	Go Live	6 days	6/9/2022	6/16/2022	0%	94,800.00
<b>1.4</b>	<b>Control</b>	<b>302 days</b>	<b>8/7/2021</b>	<b>10/15/2022</b>	<b>0%</b>	
1.4.1	Project Management	259 days	9/29/2021	10/7/2022	0%	
1.4.2	Project Status Meetings	284 days	9/2/2021	10/15/2022	0%	
1.4.3	Risk Management	284 days	8/7/2021	9/18/2022	0%	
1.4.4	Update Project Management Plan	284 days	8/7/2021	9/18/2022	0%	
<b>1.5</b>	<b>Closeout</b>	<b>162 days</b>	<b>11/12/2021</b>	<b>6/30/2022</b>	<b>0%</b>	
1.5.1	Audit Procurement	5 days	11/12/2021	11/18/2021	0%	
1.5.2	Document Lessons Learned	10 days	6/17/2022	6/30/2022	0%	
1.5.3	Update Files/Records	10 days	6/17/2022	6/30/2022	0%	
1.5.4	Gain Formal Acceptance	5 days	6/17/2022	6/23/2022	0%	
1.5.5	Archive Files/Documents	1 day	6/24/2022	6/24/2022	0%	

#### 4.4.2 Reporting Format

Reporting for cost management will be included in the monthly project status report in the Budget section. This section will contain the Earned Value Metrics identified in the previous section. All cost variances outside of the thresholds identified in this Cost Management Plan will be reported on including any corrective actions which are planned.

Change Requests which are triggered based upon project cost overruns will be identified and tracked in this report.

#### 4.4.3 Cost Variance Response Process

The Control Thresholds for this project is a CPI or SPI of less than 0.8 or greater than 1.2. If the project reaches one of these Control Thresholds a Cost Variance Corrective Action Plan is required. Decisions that will increase project costs must be approved by the sponsor. Significant changes will require a second hearing and approval by the Tenders Board which will adversely affect the project timeline. As such, project finances will be tracked at all project meetings. Cost Accounts will be calculated at the second level of the WBS to facilitate the calculation of these thresholds.

**Chart 20 – ProMIS Cost Variance Response Process (Source: E. Perpall, The Author, September 2021)**

Time line	Event	Action
Within five business days	Cost variance is first reported	The Project Manager will present the Project Sponsor with options for corrective actions
Within three business days	Project Sponsor selects a corrective action option	The Project Manager will present the Project Sponsor with a formal Cost Variance Corrective Action Plan which details the actions necessary to bring the project back within budget and the means by which the effectiveness of the actions in the plan will be measured
Immediately	Upon acceptance of the Cost Variance Corrective Action Plan	Cost variance Corrective Action Plan will become a part of the project plan and the project will be updated to reflect the corrective actions.

## 4.5 ProMIS Quality Management Plan

One of the key tools for quality management in software projects is frequent testing. This is facilitated in this project by the agile methodology and release of functional modules every two weeks. Each release will be followed by two weeks of user-acceptance testing. In addition the testing cycle, metrics will be established and used to measure quality throughout the project life cycle for the product and processes. The project manager will be responsible for working with the project team to define these metrics, conduct measurements, and analyze results. These product and process measurements will be used as one criterion in determining the success of the project and must be reviewed by the project sponsor. Metrics will include:


- Schedule
- Resources
- Customer Satisfaction










Customer satisfaction will be measured by the fulfilment of the requirements.

### 4.5.1 Acceptance Criteria









Quality is determined by the degree to which the Project meets the customer's requirements. In the definition of requirements, it is also necessary to define the acceptance criteria. While the RFP requires the vendor to define non-functional specifications, the DTD and DOSS have specific parameters that must be met as defined by the business objectives that are defined by the User stories.





**Chart 21 – ProMIS User Stories. (Source: E. Perpall, The Author, September 2021)**

Persona	User Story	Acceptance Criteria
Mature User 	I want a site that is intuitive so that I can find information easily.	Site should appeal to users 60 years old and above.

Persona	User Story	Acceptance Criteria
Mature User 	I want to print out my approval	Site should have option to print out approvals
Millennials 	I want a site that is adaptive so I can use it on all of my devices and get the same experience	Site should responsive and adaptive
Millennials 	I want to upload supporting documents and sign online	Site should allow upload of documents and electronic signatures
DOSS Officers 	We want to enter information on behalf of walk-in clients	DOSS officers should be able to register walk-in users
IT Manager 	I want to be able to review content and site statistics	Site should push information to legacy system to generate statistics
DTD Webmaster 	I want a site that is familiar in design and tools so that I can support the site if I have to.	The site environment and architecture should comply with stated requirements
DTD Security And Incident Response Officer (SIR) 	I want a site that is secure from internal and external cybersecurity threats	Site and App should be secure for both user and agency to prevent upload of malicious code or backdoor access to restricted information
Financial Partners 	We want to receive a list of authorized payments and payees	Financial partners should receive a list of authorized payments and payees in the correct format
Permanent Secretary 	I want to limit the amount of documents the applicants need to upload	Application should interface with government agencies for verification of applicant



Persona	User Story	Acceptance Criteria
Visually Impaired 	I would like to access the App and to enter and receive information	Visually impaired user should have the same access to website and resources as other users.
Portal User 	I would like to use my favourite browser to view the site.	Access to website should be accessible on all browsers without loss of functionality
DOSS User 	I want to manage all of my content in one place	All operational and web content should be managed in the same application. Uploads should be possible in various formats. There should be access level restrictions and transactional logging.
Portal User 	I want to register but I only have some of my information available	Portal should keep partial applications and allow applicant the option of completing online or in person
Applicants 	We need to receive payments that protect my dignity	Payments should be made to digital wallets or debit cards
Utility Company 	I need payment for my services	Payments should be made directly to utility companies
Landlord 	I need to be paid outstanding rent	Payments should be made directly to landlords
Vendors 	We need payment for goods and services	Payments should be made directly to vendors

Persona	User Story	Acceptance Criteria
Applicant 	We need help but our documents were destroyed	System should waive document requirements for disasters
Centre Manager 	I need to know that persons applying are who they say they are	System should validate applicants using government service portal or information provided
DTAD Director 	I need to know the data is stored locally	The portal and data should be hosted in the government domain
Finanace Officer 	I need to be able to reconcile payments	System should reconcile payments and expenditure

#### 4.5.2 Quality Improvement Plan

A simple four step process will be used to identify and implement quality improvements.

**Chart 22 Quality Improvement Process (Source: E. Perpall, The Author, September 2021)**

Step	Process
1.	Quality improvements will be identified by any member of the project team or quality group.
2.	Each recommendation will be reviewed to determine the cost versus benefit of implementing the improvement and how the improvement will impact the product or processes.
3.	Approved improvement is implemented
4.	Project manager will update all project documentation to include the improvement and the organizational documentation the improvement

The Quality Management Plan is based on a template found on ProjectManagementDocs.com.

## 4.6 ProMIS Resource Management Plan

Human resources management is an important part of the Software Upgrade Project. It ensures the appropriate human resources are acquired with the necessary skills, resources are trained if any gaps in skills are identified, team building strategies are clearly defines, and team activities are effectively managed. This plan is based on a templated created by ProjectManagementDocs.com.

### 4.6.1 Resource Management Roles and Responsibilities

This section identifies and defines the roles and responsibilities for resource management.

**Chart 23 – ProMIS Resource Management Roles and Responsibilities. (Source: E. Perpall, The Author. July 2021)**

<b>Role</b>	<b>Responsibility</b>
<b>Sponsors</b>	The project sponsors are the project champion. These individuals authorized the project by signing the project charter and are responsible for the funding of the project. They are ultimately responsible for its success.
<b>Key Stakeholders</b>	They include executive management with an interest in the project and key users identified for participation in the project.
<b>Procurement Section</b>	Responsible for procurement of hardware and software licenses when necessary. They ensure the right items are delivered at the right time and at the right location to the right people.
<b>Customer</b>	The customer for this project is Department of Social Services. As the customer who will be

Role	Responsibility
	<p>accepting the final deliverable of this project. They will supply the SMEs</p>
<b>Project Manager</b>	<p>The Project Manager has overall responsibility for the execution of the project. The Project Manager manages day to day resources, provides project guidance and monitors and reports on the projects metrics as defined in the Project Management Plan. This includes vendor and contract management.</p>
<b>Project Team</b>	<p>The Project Team is comprised of all persons who have a role performing work on the project. The project team needs to have a clear understanding of the work to be completed and the framework in which the project is to be executed. Since the Project Team is responsible for completing the work for the project they played a key role in creating the Project Plan including defining its schedule and work packages.</p>
<b>Steering Committee</b>	<p>The Steering Committee includes DOSS management team and the DTD Director. The Steering Committee provides strategic oversight for changes which impact the overall project.</p>
<b>Technical Lead</b>	<p>The Technical Lead is a person on the Project Team who is designated to be responsible for ensuring that all technical aspects of the project are addressed and that the project is implemented in a technically sound manner.</p>

Role	Responsibility
	The Technical Lead is responsible for all technical designs, overseeing the implementation of the designs and developing as-build documentation.
Vendor	Modification of the CCTMIS and development of the public facing portal (eService).

**4.6.2 Project Organization Charts**

The following RACI chart shows the relationship between project tasks and team members. Any proposed changes to project responsibilities must be reviewed and approved by the project manager. Changes will be proposed in accordance with the project’s change control process. As changes are made all project documents will be updated and redistributed accordingly.

**Chart 24 – ProMIS RACI Chart of Responsibility (Source: E. Perpall, The Author, August 2021)**

	Project Manager	Business Analyst	Sponsor	Technical Lead	Steering Committee	Procurement Officer	DOSS Executive Sponsor	Vendor
Requirements Gathering	A	R	R	R	C	C	I	
Project Approvals	A	R	R	C		C	I	

	Project Manager	Business Analyst	Sponsor	Technical Lead	Steering Committee	Procurement Officer	DOSS Executive Sponsor	Vendor
RFP	A	R	R		C		C	
RFQ	A	R	R	C		I	I	
Contract Management	A		C	R		R	I	
Vendor Management	A	R	C	R	C	C	C	
Conduct Training	A				R	C	C	R

**Key:**

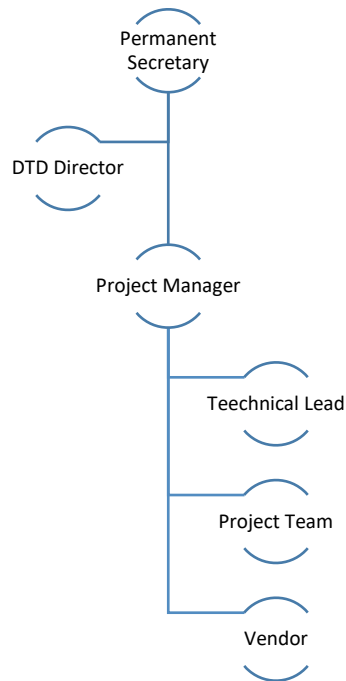
R – Responsible for completing the work

A – Accountable for ensuring task completion/sign off

C – Consulted before any decisions are made

I – Informed of when an action/decision has been made

The Project organization chart graphically shows the flow of authority for the project. It is to be noted that the project team has been pre-assigned by the sponsor and as with all government projects, the composition is subject to the exigencies of the public service. The only training that has been identified to date is the training of trainers that will be conducted by the vendor. All other training will be informal and implemented by the project manager and/or the technical lead.



**Figure 29 - Project Organization. Source: E. Perpall, The Author. August 2021**

#### 4.7 ProMIS Communications Management Plan

The Communication Management Plan is a living document that records how project communications are conducted. It dictates the content, format, frequency and recipient of messages. It also notes who is responsible for supplying the information.

**Chart 25- Communication Chart (Source: E. Perpall, The Author, August 2021)**

Communication	Format	Frequency	Distribution	Owner	Escalation
Status Report	Email	Weekly	Sponsor, Project team, major stakeholders	PM	Sponsor
Action Items (from Project team meetings)	Email	Daily	Everyone with an Action item	PM	Sponsor, Functional Managers
Budget	Face to face, email	Weekly	PM, Finance Officer	Procurement	Sponsor
Risk Review	Face to Face, email	Weekly	PM	Project team, risk owner	Sponsor

Communication	Format	Frequency	Distribution	Owner	Escalation
Project Change Request	Email, PCR	As son as possible	PM, Vendor, affected team member	Project team, PM	Sponsor

There are specific requirements and templates for each type of report. The status report is to be completed by the Project manager after weekly meetings and distributed as indicated in Chart 25.

Traffic signals are again used to alert the reader, at a glance, about the Project execution status.

The status report provides a snapshot of the Project at the time of the meeting.

**Chart 26 - Project Status Report (Source: E. Perpall, The Author, September 2021)**

<b>Status Report:</b> <span style="color:red">■</span> Corrective Action Required <span style="color:yellow">■</span> Monitor Closely <span style="color:green">■</span> Normal					
Project/Product					
Project Manager				Date	
Reporting Period			Project Stage		
Project Area	This Period	Last Period	Comments		
Schedule					
Scope					
Cost Management					
Deliverables					
Task Force Communication					
Risk/Issue Management					
Change Management					
<b>Accomplishments for This Period</b>					
No	Activity				
<b>Planned Activities for Next Reporting Period</b>					
No.	Activity				
<b>Budget Status</b>					
Initial Budget	Current Budget Status	Last Approved Budget	Current Estimate,	Reason For New Estimate	Expenditure To Date



SPI		This Period	Last Period	Corrective Action	CPI	This Period	Last Period	Corrective Action
Milestones/Deliverables								
No.	Major Milestone/Deliverable	Start		End		Percent Complete		
		Planned	Actual	Planned	Actual			
Change Requests								
No.	Description	Status						
		Proposed Date	Open Date	Closed Date				
Top Risks				Top Issues				
No.	Risk	Assigned to	Mitigation Action	No.	Open Issues	Action	Status	

During the course of team meetings, tasks are assigned. These are recorded and tracked in Action items are recorded using the appropriate form (See Chart 27). Traffic light codes are used to indicate the priority of the tasks. Also recorded on the form are the date the task is assigned, the date it is due, who it is assigned to, the status of the tasks and any comments the team or Project manager would like to record. The form is a living document updated at the meetings and after



**Chart 28 - Budget Report (Source E. Perpall, The Author, September 2021)**

**Project Budget Report**

Approved Budget: \_\_\_\_\_ Amount Spent: \_\_\_\_\_ Remaining: \_\_\_\_\_

Task Number	Task	Approved Cost	Actual Cost	Difference
			OVER BUDGET	
			BUDGET	
			UNDER BUDGET	

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

A risk report is completed when a risk event is imminent or has occurred. The recommended action mirrors the mitigation activity that is determined in the risk management plan for risks that have been previously identified. For unknown or unexpected threats and or risks, action may be recommended by the sponsor, Project manager or team as indicated in the risk management plan which is covered in the next section.



**Chart 30 Change Request Form (Source: Department of Transformation and Digitization, 2021)**



Government of The Bahamas

## CHANGE REQUEST FORM

Project/Section Name:		Executing Agency <i>(lead agency)</i>	
Project/Section Manager:		Sponsor Name: <b>(Authority)</b>	
Request No. :		Request Date:	
<b>PART A – INITIATION OF REQUEST</b> <i>(to be completed by Requestor)</i>			
1. Description and Reason for request <i>(Requestor)</i> <small>Include application(s), database(s)/data stores, data, and/or infrastructure (network, servers, appliances, peripherals, etc.) that are affected directly or indirectly by change being requested.</small>			
2. Preferred Completion Date (if any)			
3. Requested By: <i>(Name, Designation, Signature, Date)</i>		4. Approved By (Manager of Requestor): <i>(Name, Designation, Signature, Date)</i>	
_____ Date		_____ Date	
Designation/Position		Signature _____ Designation/Position _____	
<b>PART B – ANALYSIS OF CHANGE</b> <i>(Vendor/Developer/Contractor/Service Provider)</i>			
5a. Change Required and Impact <small>(attach documents if applicable; include impact on items Part A.1 software, hardware, data, and data stores)</small>		6. Evaluated By : <i>(Name, Signature, Date)</i>	
5b. Identified Risks <i>(risk, probability, impact, risk score. Use High, Medium, and low for rating)</i>		_____ Date	
5c. Risk responses <i>(mitigation and contingencies)</i>		_____ <i>(Designation/Position)</i>	
		7. Estimated Effort (in man-days):	
		Proposed Implementation Date:	
		Estimated cost (if any):	

### 4.8 ProMIS Risk Management Plan

Risk management in ProMIS will be a continuous process based on a template found at ProjectManagementDocs.com. Risks will be identified and monitored throughout the life of the project. Once identified, qualitative analysis will be used to determine the impact and likelihood of the risk. This will determine the appropriate risk response. The Project manager is responsible for overall risk management but the project team are responsible for reporting

when a risk trigger occurs or a risk event is initiated. The project manager assigns team members to monitor and control specific risks.



Figure 30 - Continuous Risk Management. Reprinted from “Project Success Using No-nonsense Risk Management Techniques.” Published 2011 by PMI. Copyright by Laslo Retfalvi 2011. Permission not sought.

#### 4.8.1 Risk Management Roles and Responsibilities

Roles and responsibilities are defined to ensure that risks are monitored and appropriate action taken.

Chart 31 - Risk Management Roles and Responsibilities (Source: E. Perpall, The Author, August 2021)

Role	Responsibility
The Project Manager	<ul style="list-style-type: none"> <li>• Schedule and chair the risk assessment meetings</li> <li>• Maintain Risk Register</li> <li>• Keep Project Sponsor apprised of risk events</li> </ul>

Role	Responsibility
The Project team	<ul style="list-style-type: none"> <li>• Participate in risk assessment meetings and members serve as meeting recorder and timekeeper</li> <li>• Notify Project manager of additional risks and when risk events are triggered</li> </ul>
The Key stakeholders	<ul style="list-style-type: none"> <li>• Participate in risk assessment meetings</li> </ul>
The Project Sponsor	<ul style="list-style-type: none"> <li>• Participate in risk assessment meetings</li> <li>• Provide resources for risk mitigation</li> <li>• Authorize risk mitigation activities where necessary</li> </ul>

**4.8.2 Risk Management Approach**

The approach we have taken to manage risks for this project is methodical. Risk managers will provide status updates on their assigned risks in the project team meetings when the meetings include their risk’s planned timeframe. When the risk moves from possibility to reality, it becomes an issue. Both the risks and issues will be tracked on the same form for ease of reference. It should be noted however, that some risks cannot be foreseen (Figure 31) making it impossible to predetermine a strategy. The recommended course of action can also be captured on the form and will be based on the risk planning strategy proposed by Piney (2012) in which risks are differentiated as threats (negative impact) or opportunities (positive impact) and dealt with accordingly.

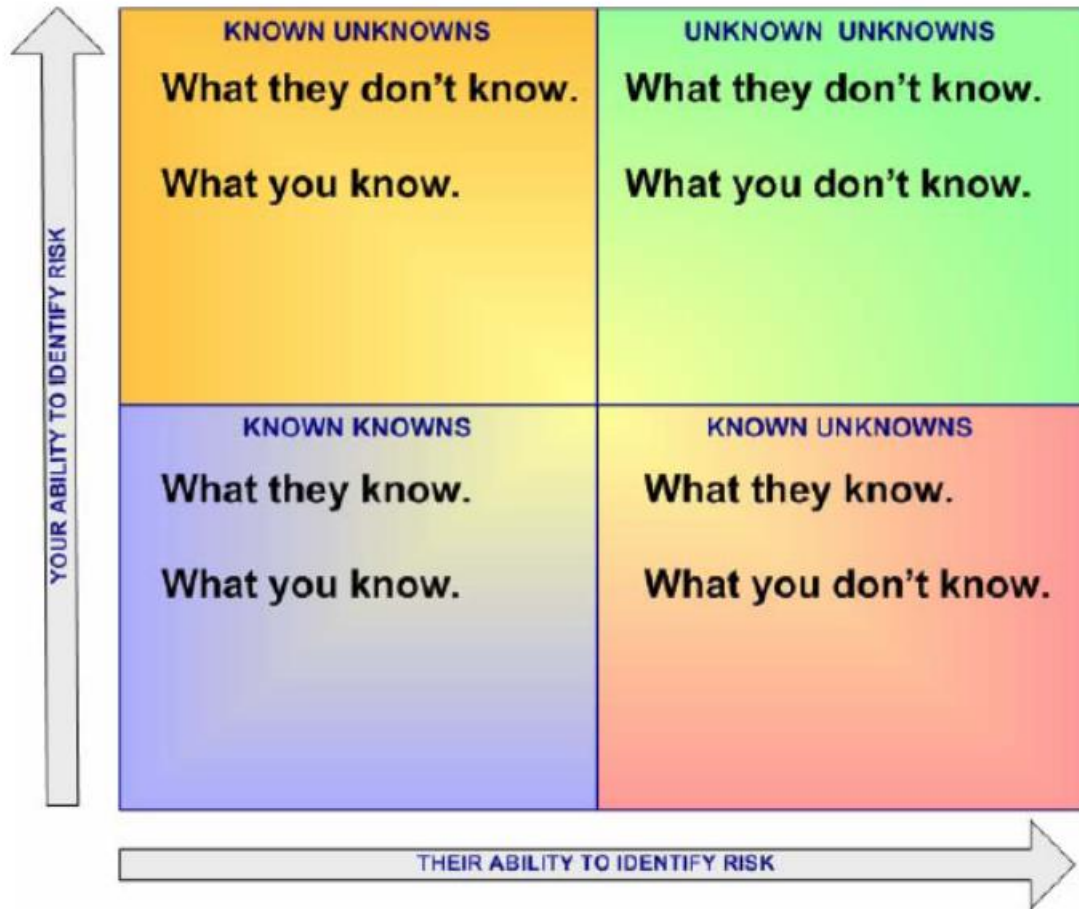


Figure 31 - Types of Risks. Reprinted from “Risk assessments—developing the right assessment for your organization.” Published by PMI in 2007. Copyright 2007, by Joseph W. Kestel. Permission not sought.

Upon the completion of the project, during the closing process, the project manager will analyze each risk as well as the risk management process. Based on this analysis, the project manager will identify any improvements that can be made to the risk management process for future projects. These improvements will be captured as part of the lessons learned knowledge base.



Current	Threat			Opportunity			Current
	Situation	Impact	Likelihood	Situation	Impact	Likelihood	
Mitigate	<b>adapt:</b> work on the situation to make it less damaging	<b>reduce:</b> lessen the impact	<b>disable:</b> reduce the likelihood	<b>improve:</b> increase benefit of the situation	<b>augment:</b> increase the impact	<b>enable:</b> increase the likelihood	Enhance
Avoid	<b>refocus:</b> change the objectives so that the situation is less important	<b>counteract:</b> make sure the impact does not affect any of the objectives	<b>eliminate:</b> make the occurrence impossible	<b>refocus:</b> change the objectives so that the situation is more important	<b>capture:</b> ensure that the impact is optimal	<b>ensure:</b> make the occurrence certain	Exploit
Transfer	<b>reassign:</b> make someone else take responsibility for dealing with the situation	<b>shift:</b> find someone else to accept the impact in place of the project	<b>outsource:</b> find someone else to work on reducing the likelihood	<b>reassign:</b> make someone else take responsibility for improving the situation	<b>partner:</b> work with someone who has more control over the impact	<b>outsource:</b> find someone to work on increasing the likelihood	Share

Figure 32 - Risk Management Response Matrix. Reprinted from “Integrated Project Risk and Issue Management”. Published by PMI in 2012. Copyright 2012 by Crispin Piney. Permission not sought.

### 4.8.3 Risk Identification and Prioritization

The traffic light colors indicate the severity and impact of risks that have been identified with red being the highest rating possible.

**Chart 32 – ProMIS Risk Identification and Treatment Chart (Source: E. Perpall, The Author, August 2021)**

Threat Source	Threat	Risk Likelihood	Risk Impact	Risk Rating	Treatment
Internal	Server Failure Data loss or corruption	Low	High	Medium	Full backup
External	Change in Government	Medium	High	Medium	Complete project before General Elections
Internal	Staff resistant to change	High	High	High	Change Management
External	Hardware cannot be sourced locally	High	Low	Low	Source Internationally
Internal	Unrealistic expectation	Medium	Medium	Medium	Manage stakeholder expectations
Internal	Insufficient resources to develop solution	High	High	High	Outsource development

The Risk Strategy employed is determined by the probability that a risk might occur.

This is determined by expert judgement and historical data. These techniques are also used to determine the impact of the risk if it occurs. Both metrics used High, Medium and Low signified by traffic signals.

**Chart 33 - Probability and Impact Key (Source: E. Perpall, The Author, August 2021)**

Likelihood Key	Impact Key
<b>High (H)</b> – 90% Probability of risk being realised.	<b>High (H)</b> - Critical Path Risk. If realised the resulting issue would immediately impact cost / project delivery dates.
<b>Medium (M)</b> – 60% Probability of risk being realised.	<b>Medium (M)</b> – If realised the resulting issue would cause slippages in deliverable release dates but would have an immediate effect on overall cost /project delivery dates.
<b>Low (L)</b> – 50% Probability of risk being realised.	<b>Low (L)</b> – If realised the resulting issue would not impact delivery dates but could impact the quality of deliverables.

#### 4.8.4 Risk Mitigation

According to PMI risk mitigation takes five forms: accept, transfer, mitigate, avoid or escalate. The mitigation action taken and the results are recorded on the Risk Report (See

Chart 29) and submitted to the Project manager when a risk is realized. Secondary risks are noted in the results section of the report.

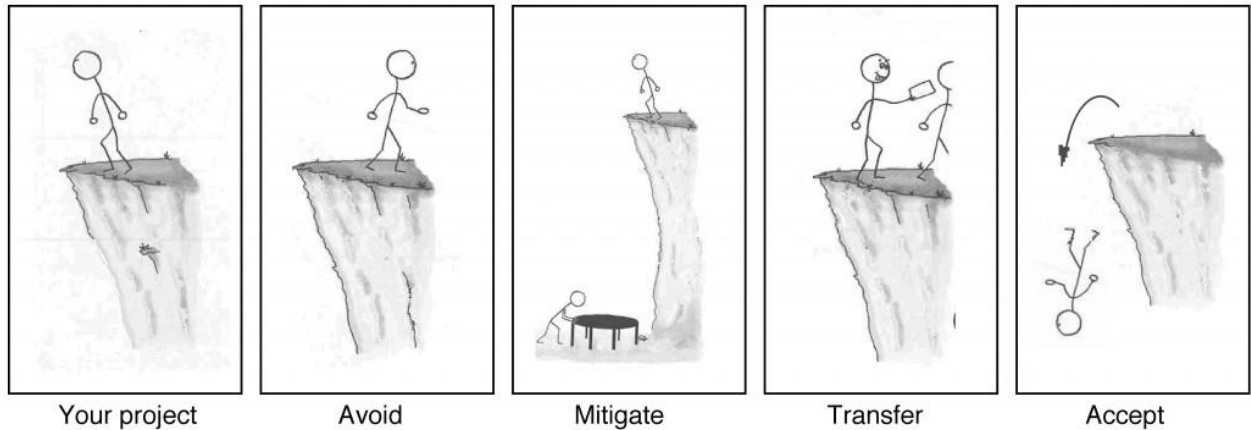


Figure 33 - Risk Mitigation Strategies. Reprinted from “Project Management: How to Avoid Risks.” Retrieved from <https://lvivity.com/project-management-risks>. Published 2018 by Lvivity LLC. Copyright by Lvivity LLC 2013-2021. Permission not sought.

#### 4.9 ProMIS Procurement Management Plan

The procurement of a vendor has been determined to be critical for project success. It was determined that the vendor of the Conditional Cash Transfer (CCT) MIS system should be re-engaged to modify the application to create ProMIS. Procurement will be a standard time and material contract for services with a sole source. In accordance with government policy, approval must be obtained from the Tender’s Board for goods and services exceeding the delegated authority of the Procurement Board.

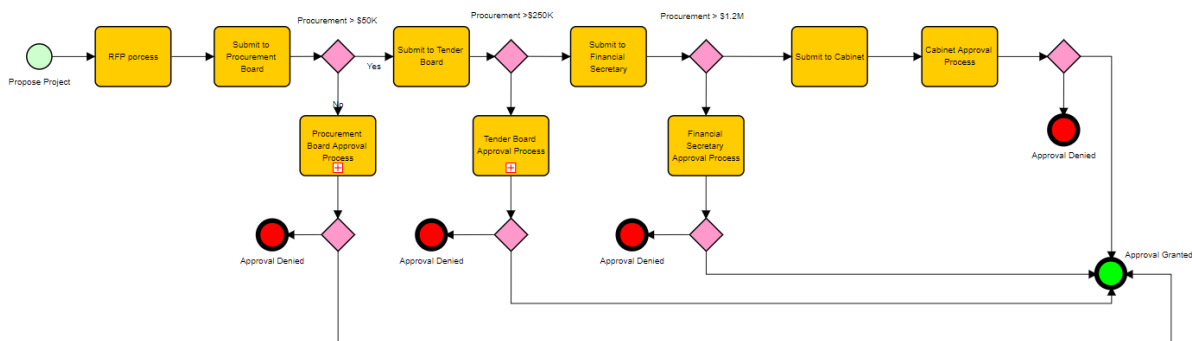


Figure 34 - Procurement Approval Process. (Source: E. Perpall, The Author, September 2021)

The application will reside within the government's off-premise data center. The company contracted to manage that data center will be contracted to provision and manage the project server. Any additional hardware will be acquired through the DTD Procurement section in accordance with government procurement policies which require that a request for quotations will be issued on the government procurement portal. Selection will be based on technical compliance (80%) and price (20%).

#### **4.9.1 Procurement Risks**

All procurement activities carry some potential for risk which must be managed to ensure project success. While all risks will be managed in accordance with the project's risk management plan, there are specific risks which pertain specifically to procurement which must be considered:

- Unrealistic schedule and cost expectations for vendors
- Inaccurate internal needs assessment
- Configuration management for upgrades and improvements of purchased technology
- Potential delays in shipping and impacts on cost and schedule
- Questionable past performance for vendors
- Potential that final product does not meet required specifications
- Poor vendor management



1. Will the person or their organization be directly or indirectly affected by this project? Yes No
2. Does the person or their organization hold a position from which they can influence the project? Yes No
3. Does the person have an impact on the project’s resources (material, personnel, funding)? Yes No
4. Does the person or their organization have any special skills or capabilities the project will require? Yes No
5. Does the person potentially benefit from the project or are they in a position to resist this change? Yes No

Once a person or organization is identified as a stakeholder, their power and interest will be assessed. This determines the level of effort that must be expended in ensuring that the stakeholder is satisfied.

**Chart 36 - ProMIS Key Stakeholders Table. (Source: E. Perpall, The Author, August 2021)**

Key	Organization	Name	Power (1-5)	Interest (1-5)	Stakeholder Management
A	MOSSUD	Minister	5	3	Key Player
B	MOSSUD	Permanent Secretary	5	5	Key Player
C	DTD	Permanent Secretary	5	3	Key Player
D	Technical Lead	Technical Support	5	2	Meet their Needs

The power and interest ratings are combined to determine the stakeholder management based on the power/influence quadrant. The arrows indicate how the scores from 1 to 5 as indicated in the Key Stakeholder table. The analysis conducted by the Project Manager and team places the Minister and Permanent Secretaries in the key player category. They are responsible for governance and approvals: they must be consulted regularly. The positioning of the technical lead in the “meet their needs” quadrant is typical in a matrix organization. Their interest is divided between the Project and other duties assigned to them by their supervisors.

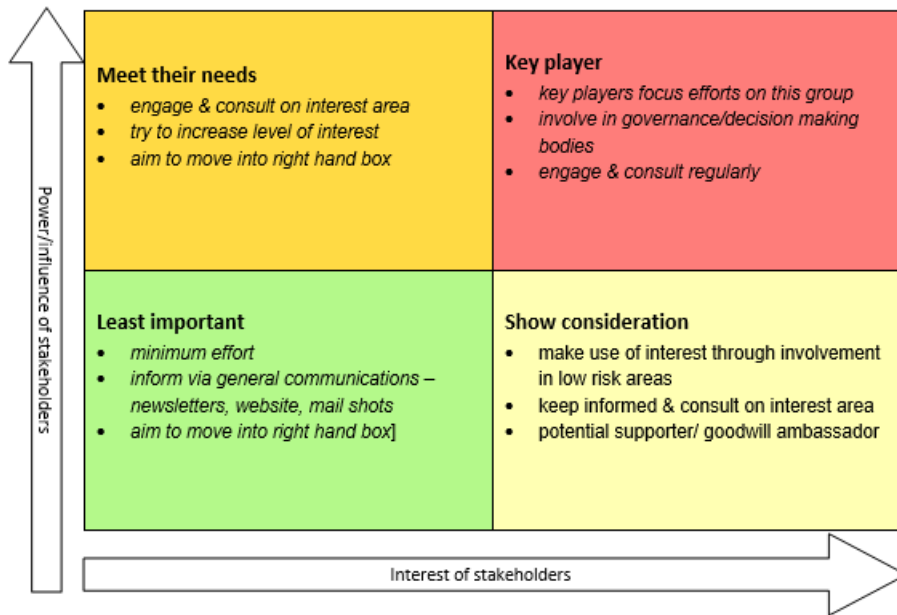


Figure 35 - Power/Influence Quadrant (Source: E. Perpall, The Author, September 2021 - adapted from Stakeholder Quadrant by StakeholderMap.com, April 2009. Permission not sought.)

## 5. CONCLUSIONS

This Project has been a learning experience. The knee-jerk response to the creation of the components of a Project Management Plan is consternation at the volume and detail of required documents. At the completion of this Project, the autor agrees that these documents are not optional nor a mere formality, they are necessary to ensure the successful completion of the Project. This conclusión is expounded on in the ten points that follow in which the documents and their relevance are reiterated.

1. A project charter was created to define project components, scope and stakeholders. The charter will be signed by the designated authority at the Department of Transformation and Digitization, Department of Social Services and the Vendor. It is based on the Project Business Case. This document is essentially a contract between the executing and sponsoring agencies that clarifies roles, responsibilities and expectations of both.
2. A Project Scope Management Plan was developed to define what is to be included in the project and what is not to be included. Changes to the scope must undergo a formal change process. This is important to ensure on-time and in-budget deliver of the project.
3. A Project Schedule Management Plan was constructed to ensure that the project finishes on time. The schedule must be monitored to ensure that there is no slippage in the schedule at the beginning as all of those items are on the critical path. When there is a potential problem that would impact the project schedule, the plan also provides an action plan to neutralize or minimize the impact.
4. A Project Cost Management Plan was created to develop the project budget and ensure that the Project completes within the budgeted amount. Costs are affected by changes in scope and procurement. Both of these must be monitored. This part of the plan identifies project



costs and if followed, will ensure the project completes within budget. Sadly, government projects often derail cost management plans.

5. A Project Quality Management Plan was designed to ensure that the Project delivers a quality product and that the processes are performed in a professional and sustainable manner. This ensures that quality is planned in and not inspected in. The process for ensuring quality deliverables is specified as well as steps to follow if quality issues arise.
6. A Project Resource Management Plan was developed to ensure that resources are available at the right time. This project is subject to the exigencies of the Public Service as changing priorities can affect resource availability. As resources were pre-assigned, the only recourse is to go back to the project manager when there is an issue.
7. A Project Communications Management Plan was designed to keep stakeholders informed in an approved manner and ensure continuous feedback. It ensures that the stakeholders are contacted in a manner that they prefer. The preparation and submission of the documents according to this plan will ensure that the Sponsor is kept apprised of the project execution and provides early notification of possible risks.
8. A Project Risk Management was designed to identify project risks and define a plan to manage them. The plan will ensure continuous monitoring of risks. It also records and plans for unexpected events that were not previously considered.
9. A Project Procurement Management Plan was crafted to define how to acquire project resources and rules governing the acquisitions. It also notes frequent procurement risks and how they will be dealt with. Government procurement processes must be followed and form the backbone of the plan.

10. A Project Stakeholders Management Plan was created to identify and manage stakeholders and ensure they are informed and satisfied. It includes a template to record stakeholder contact information and preferred method of communication.

The plan is specific in relation to the scope, schedule and budget. However, it is sufficiently generalise so that it can serve as a model document for future government projects.

## 6. RECOMMENDATIONS

The following recommendations are made to improve execution of this and other similar projects. It is directed to the Director of the Department of Transformation and Digitization who is my immediate supervisor.

1. The project charter should be a simple one to two page document that provides a high level snapshot of the project. More details will be provided in the project management plan and other project documents. If the charter is too long, the sponsor will take longer to view and approve it.
2. More time should be spent developing the Project Scope Management Plan. It should be as granular as practical to ensure that nothing is left out. Government projects often fail when little or inadequate attention is given to the development and management of the project scope.
3. The Project Schedule is often difficult to manage when there are external dependencies. Historical data must be kept and available to project managers to ensure the schedule developed is as accurate as possible. The calculation of EVM will make it easy to determine when escalation should occur.
4. A Project Cost Management Plan should be developed and adhered to for every project. This will reduce the amount of projects that finish over budget. It must be stressed that this will also depend on the development of realistic scopes, schedules and change control.
5. A Project Quality Management Plan to ensure that the Project delivers a quality product is important. The adoption of ISO 9100 and other quality management plans will ensure that this objective is met.

6. Resource Management can be difficult in Public Service projects. The use of resource calendars will need to be adopted to improve project scheduling. A more transparent method of leave tracking will assist greatly in this area with a few blackout dates. This will ensure that resources are available at the right time.
7. The Project Communications Management Plan to keep stakeholders informed in an approved manner and ensure continuous feedback is great. However, a push-pull method will improve dissemination among project team members. Project SharePoint sites is one method this can be accomplished. It also simplifies the process of securing project documents at the conclusion of the project.
8. The Project Risk Management plan is an area that has received the attention it should. As the agency moves toward a more agile environment more attention will need to be given to this at the project inception and throughout the life of the project.
9. The Project Procurement Management Plan to define how to acquire project resources and rules governing the acquisitions needs to be given more attention. The current process is arduous. The implementation of the newly minted Public Procurement Policy and system will greatly enhance this area.
10. The Project Stakeholders Management Plan which identifies and indicates how to manage stakeholders is important. Although the agency is incorporating more agile steps, thought must be given how this will be addressed.
11. As far as possible there should be both a Business Analyst and a Project Manager on the project. This allows for another level of checks and balances for development of the project scope, requirements, and other project documents.

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## APPENDICES

## Appendix: 1 FGP Charter

<b>PROJECT CHARTER</b>	
Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
<b>Date</b>	<b>Project Name:</b>
May 10, 2021	Project Plan for the Social Services ProMIS
<b>Knowledge Areas / Processes</b>	<b>Application Area (Sector / Activity)</b>
<b>Knowledge areas:</b> <ol style="list-style-type: none"> <li>1. Project Integration Management</li> <li>2. Project Scope Management</li> <li>3. Project Schedule Management</li> <li>4. Project Cost Management</li> <li>5. Project Quality Management</li> <li>6. Project Resource Management</li> <li>7. Project Communications Management</li> <li>8. Project Risk Management</li> <li>9. Project Procurement Management</li> <li>10. Project Stakeholders Management</li> </ol> <b>Process groups:</b> <ol style="list-style-type: none"> <li>1. Initiating</li> <li>2. Planning</li> <li>3. Executing</li> <li>4. Monitoring and Controlling</li> <li>5. Closing</li> </ol>	Social Services Sector/Software
<b>Start date</b>	<b>Finish date</b>
May 10, 2021	October 30, 2021
<b>Project Objectives (general and specific)</b>	
<p>General objective: To create a project management plan using the format and principles prescribed by the Project Management Institute in the Guide to the Project Management Body of Knowledge Sixth Edition to develop the Protection Management Information System (ProMIS).</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> <li>1. To develop a project charter to define project components, scope and stakeholders</li> <li>2. To create a Project Scope Management Plan to define what is to be included in the Project and what is not to be included</li> <li>3. To create a Project Schedule Management Plan to ensure that the Project is completed on time</li> <li>4. To create a Project Cost Management Plan to develop the Project budget and ensure that the Project is completed within the Budgeted amount</li> <li>5. To create a Project Quality Management Plan to ensure that the Project delivers a quality product</li> <li>6. To create a Project Resource Management Plan to ensure that resources are available at the right time</li> <li>7. To create a Project Communications Management Plan to ensure that stakeholders are kept informed in the manner they prefer and to ensure continuous feedback</li> <li>8. To create a Project Risk Management to identify and define how Project risks will be managed</li> <li>9. To create a Project Procurement Management Plan to define how Project resources will be acquired and rules governing the acquisition</li> <li>10. To create a Project Stakeholders Management Plan to identify and manage stakeholders and ensure they are satisfied</li> </ol>	
<b>Project purpose or justification (merit and expected results)</b>	
This project is being executed in partial fulfilment of the requirements for a Master of Project Management Degree from the University of International Cooperation. It is expected that othe completed document will be a template to guide future projects of	

the Department of Transformation and Digitization. It is also hoped that the completed plan will lead to the successful completion of the ProMIS project.

**Description of Product or Service to be generated by the Project – Project final deliverables**

The final deliverables for this project will be the:

1. Project Charter
2. Project Scope Management Plan
3. Project Schedule Management Plan
4. Project Cost Management Plan
5. Project Quality Management Plan
6. Project Resource Management Plan
7. Project Communications Management Plan
8. Project Risk Management
9. Project Procurement Management Plan
10. Project Stakeholders Management Plan

**Assumptions**

Cost: The only cost will be related to printing, binding and shipping the final document

Time: project can be completed in the allotted time

**Constraints**

Time: There are 5 weeks to complete the Graduation Seminar

Time: There are 3 months to complete the entire project

Time: Project manager is unavailable from sunset Friday – sunset Saturday evening and Sunday mornings.

Resources: There is only one project manager with several competing demands and commitments

**Preliminary risks**

If a natural disaster occurs, it might cause then internet and power issues this will negatively impact the project time.

If project manager, reviewer or tutor gets ill, it might negatively impact the project time.

**Budget**

This estimate is based on historical documents with adjustments made for recent price increases

Printing and Binding of Document: \$1,000.00

Shipping: \$200

**Milestones and dates**

Milestone	Start date	End Date
Project kick off	May 10, 2021	May 10, 2021
Graduation Seminar Complete	May 10, 2021	June 14, 2021
Tutoring Complete	July 10, 2021	September 30, 2021
Review Process Complete	June 14, 2021	September 30, 2021
Adjustments Complete	May 16, 2021	September 30, 2021
FGP Complete	May 10, 20201	September 30, 2021
Presentation to Board	October 1, 2021	October 31, 2021

**Relevant Historical Information**

An Inter-American Bank sponsored project was launched in September 2013 to insitute Conditional Cash Transfer (CCT) in The Bahamas. The lead agency was the Ministry of Social Services who partnered with Ministry of Health, Ministry of Education and Department of Information Technology (now Department of Transformation and Digitization). The main deliverable of the program was a Managemnt Information System (MIS) that used a Proxy Means Test (PMT) to determine who would be enrolled in the CCT program. The MIS system was never fully deployed and was eventually scrapped. After the mass tradgedies and trauma of hurricane Dorian in 2019, the software was reviewed and a project launched to redesign it. The new project is called ProMIS.

**Stakeholders**


Direct stakeholders:

Family

Reviewers

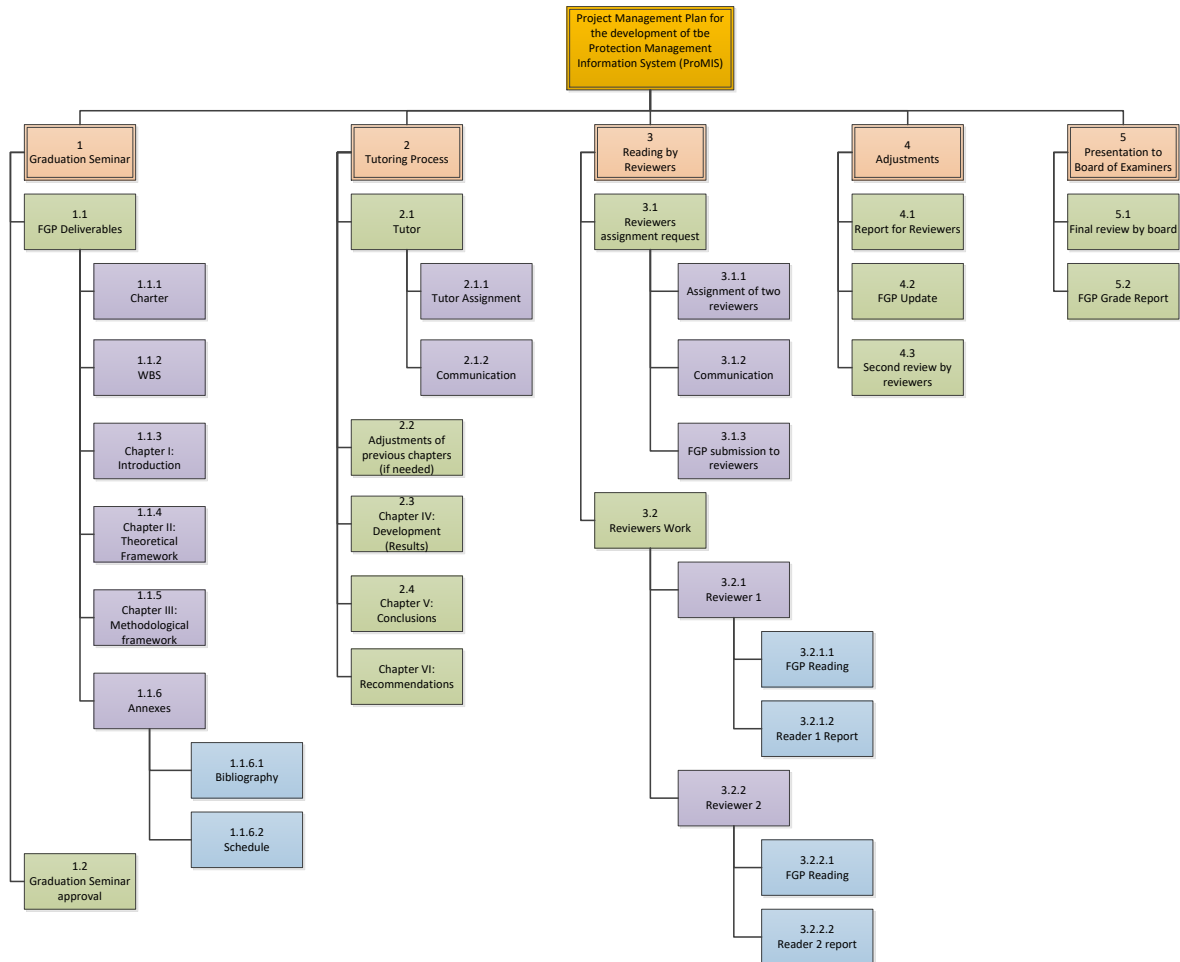
Tutors

Indirect stakeholders:

University of International Cooperation DTD DOSS	
<b>Project Manager:</b> Erika A. Perpall	<b>Signature</b> 
<b>Authorized by:</b>	<b>Signature</b>



## Appendix: 2 FGP WBS



### WBS Dictionary

Level	Code	Name	Description
1		Project Management Plan for the development of the Protection Management Information System (ProMIS)	Name of Project Deliverable
2	1	Graduation Seminar	First project deliverable
3	1.1	FGP Deliverables	Milestone to mark completion of first 7 deliverables for the FGP
4	1.1.1	Charter	Formalize project and authorize Project manager
4	1.1.2	WBS	Create task list of for the complete FGP life cycle
4	1.1.3	Chapter I: Introduction	Provide Project background, Problem statement and approach, purpose and objectives and justification

Level	Code	Name	Description
4	1.1.4	Chapter II: Theoretical Framework	Overview of the theoretical perspective behind the proposal
4	1.1.5	Chapter III: Methodological Framework	Description of the site context for Project; research methods; tools, assumptions, constraints, deliverables
5	1.1.5.1	Bibliography	List of documents cited and consulted
5	1.1.5.2	Schedule	Project Schedule of events
3	1.2	Graduation Seminar Approval	Formal approval of FGP
2	2	Tutoring Process	Milestone to mark completion of the tutoring process
3	2.1	Tutor	Milestone to mark the identification of the tutor and how the communication will be done
4	2.1.1	Tutor Assignment	Formal assignment of tutor to guide project
4	2.2.2	Communication	Email and virtual meetings with tutor
3	2.2	Adjustment of previous chapters (if needed)	Edits of completed work
3	2.3	Chapter IV: Development (Results)	The actual Project work
3	2.4	Chapter V: Conclusions	Summary of Project conclusion
3	2.6	Chapter VI: Recommendations	Make recommendations to enhance Project
2	3	Reading by reviewers	Milestone to mark the FGP review
3	3.1	Reviewers Assignment request	Formal request for a reviewer
4	3.1.1	Assignment of two reviewers	Formal assignment of two reviewers
4	3.1.2	Communication	Email, telephone calls and virtual meetings
4	3.1.3	FGP Submission to reviewers	Submission of entire document for review
3	3.2	Reviewers Work	Milestone to denote completion of FGP review
4	3.2.1	Reviewer 1	Milestone to denote work of first reviewer
5	3.2.1.1	FGP Reading	Reviewer reads, edits and comments
5	3.2.1.2	Reviewer's Report	Reviewer prepares formal report
4	3.2.2	Reviewer 2	Milestone to denote work of second reviewer
5	3.2.2.1	FGP Reading	Reviewer reads, edits and comments
5	3.2.2.2	Reviewer's Report	Reviewer prepares formal report
2	4	Adjustments	Milestone to denote completion of final edit
3	4.1	Report of Reviewers	Read reviewers' reports
3	4.2	FGP Updates	Edit FGP as necessary
3	4.3	Second Review by Reviewers	Resubmit to reviewers
2	5	Presentation to Board of Examiners	Milestone to denote Formal presentation of FGP to Board of Examiners
3	5.1	Final Review by Board	FGP presented and defended before Board of Examiners
3	5.2	FGP Grade Report	Examiners provide Final Grade Report

## Appendix: 3 FGP Schedule

Task Name	Duration	Start	Finish	Predecessors	Resource Names
FGP Kickoff	0 days				
<b>Final Graduation Project</b>	<b>130 days</b>	<b>Mon 5/10/21</b>	<b>Fri 11/5/21</b>		
<b>1. Graduation Seminar</b>	<b>25 days</b>	<b>Mon 5/10/21</b>	<b>Fri 6/11/21</b>		<b>Erika Perpall, Prof Brener</b>
<b>1.1 FGP Deliverables</b>	<b>20 days</b>	<b>Mon 5/10/21</b>	<b>Fri 6/4/21</b>		<b>Erika Perpall</b>
1.1.1 Charter	5 days	Mon 5/10/21	Fri 5/14/21		Erika Perpall
1.1.1 WBS	5 days	Mon 5/10/21	Fri 5/14/21		Erika Perpall
1.1.3 Chapter I. Introduction	5 days	Thu 5/13/21	Wed 5/19/21		Erika Perpall
1.1.4 Chapter II. Theoretical framework	5 days	Mon 5/24/21	Fri 5/28/21	6,11	Erika Perpall
1.1.5 Chapter III. Methodological framework	5 days	Mon 5/31/21	Fri 6/4/21	7	Erika Perpall
<b>1.1.6 Annexes</b>	<b>15 days</b>	<b>Mon 5/24/21</b>	<b>Fri 6/11/21</b>		<b>Erika Perpall</b>
1.1.6.1 Bibliography	5 days	Mon 5/24/21	Fri 5/28/21	7	Erika Perpall
1.1.6.2 Schedule	5 days	Mon 5/17/21	Fri 5/21/21		Erika Perpall
1.2 Graduation Seminar approval.	5 days	Thu 6/3/21	Wed 6/9/21	8,10	Prof. Brener
<b>2. Tutoring process</b>	<b>65 days</b>	<b>Mon 5/31/21</b>	<b>Fri 8/27/21</b>		<b>Erika Perpall, Tutor, Gabriella Zuniga</b>
<b>2.1 Tutor</b>	<b>3 days</b>	<b>Mon 5/31/21</b>	<b>Wed 6/2/21</b>		<b>Erika Perpall</b>
2.1.1 Tutor assignment	1 day	Mon 5/31/21	Mon 5/31/21	12	Gabriella Zuniga
2.1.2 Communication	2 days	Mon 5/31/21	Tue 6/1/21		Erika Perpall
2.2 Adjustments of previous chapters (if needed)	5 days	Mon 6/7/21	Fri 6/11/21	15,16	Erika Perpall
2.3 Chapter IV. Development (Results)	47 days	Mon 6/7/21	Tue 8/10/21	17	Erika Perpall
2.4 Chapter V. Conclusions	5 days	Mon 6/14/21	Fri 6/18/21	18	Erika Perpall
2.5 Chapter VI. Recommendations	5 days	Mon 6/21/21	Fri 6/25/21	19	Erika Perpall
Tutor approval	6 days	Mon 6/28/21	Mon 7/5/21	20	Tutor
<b>3. Reading by reviewers</b>	<b>15 days</b>	<b>Mon 7/5/21</b>	<b>Fri 7/23/21</b>		<b>Erika Perpall, Gabriella Zuniga, Reviewer 1, Reviewer 2</b>
<b>3.1 Reviewers assignment request</b>	<b>5 days</b>	<b>Mon 7/5/21</b>	<b>Fri 7/9/21</b>		<b>Erika Perpall</b>
3.1.1 Assignment of two reviewers	5 days	Mon 7/5/21	Fri 7/9/21	21	Gabriella Zuniga
3.1.2 Communication	2 days	Mon 7/12/21	Tue 7/13/21		Erika Perpall, Reviewer 1, Reviewer 2
3.1.3 FGP submission to reviewers	1 day	Mon 7/12/21	Mon 7/12/21	25	Erika Perpall
<b>3.2 Reviewers work</b>	<b>10 days</b>	<b>Tue 7/13/21</b>	<b>Mon 7/26/21</b>		<b>Reviewer 1, Reviewer 2</b>
<b>3.2.1 Reviewer</b>	<b>10 days</b>	<b>Tue 7/13/21</b>	<b>Mon 7/26/21</b>		<b>Reviewer 1</b>
3.2.1.1 FGP reading	9 days	Tue 7/13/21	Fri 7/23/21	26	Reviewer 1
3.2.1.2 Reviewer 1 report	1 day	Mon 7/26/21	Mon 7/26/21		Reviewer 1
<b>3.2.2 Reviewer</b>	<b>10 days</b>	<b>Tue 7/13/21</b>	<b>Mon 7/26/21</b>		<b>Reviewer 2</b>
3.2.2.1 FGP reading	9 days	Tue 7/13/21	Fri 7/23/21	26	Reviewer 2
3.2.2.2 Reviewer 2 report	1 day	Mon 7/26/21	Mon 7/26/21		Reviewer 2
<b>4. Adjustments</b>	<b>20 days</b>	<b>Tue 7/27/21</b>	<b>Mon 8/23/21</b>		<b>Erika Perpall, Reviewer 1, Reviewer 2</b>
4.1 Report for reviewers	9 days	Tue 7/27/21	Fri 8/6/21	33	Reviewer 1, Reviewer 2
4.2 FGP update	1 day	Mon 8/9/21	Mon 8/9/21		Erika Perpall
4.3 Second review by reviewers	10 days	Tue 8/10/21	Mon 8/23/21		Reviewer 1, Reviewer 2
<b>5. Presentation to Board of Examiners</b>	<b>5 days</b>	<b>Mon 8/30/21</b>	<b>Fri 9/3/21</b>		<b>Erika Perpall, Gabriella Zuniga, Board of Examiners</b>
5.1 Final review by board	2 days	Mon 8/30/21	Tue 8/31/21	37	Board of Examiners

Task Name	Duration	Start	Finish	Predecessors	Resource Names
5.2 FGP grade report	3 days	Tue 8/31/21	Thu 9/2/21		Board of Examiners, Gabriella Zuniga
FGP End	0 days	Fri 9/3/21	Fri 9/3/21	40	

## Appendix: 4 Project Business Case



### Business Case

<b>Agency:</b> DOSS	<b>Funding Agency:</b> DOSS	<b>Business Analyst:</b> E. Perpall
<b>Project Name:</b> ProMIS	<b>Intiation Date:</b> November 2019	<b>Project Owner:</b> DOSS Director
<b>Project Description:</b> Creation of a Solution to manage applications for assistance.		
<b>Success Criteria:</b> <ul style="list-style-type: none"> <li>• 100% of social assistance benefits automated</li> <li>• 100% Disaster social assistance benefits automated</li> <li>• User friendly public facing portal for applicants operational</li> </ul>		
<b>In Scope:</b> <ul style="list-style-type: none"> <li>• Disaster management</li> <li>• Daily operations</li> <li>• Public facing portal</li> <li>• Payment module</li> </ul>	<b>Out of Scope:</b> <ul style="list-style-type: none"> <li>• Call centre</li> <li>• Digital signatures</li> <li>• Bar code readers</li> </ul>	<b>Nonfunctional Requirements:</b> <ul style="list-style-type: none"> <li>• Reside in Government data center</li> <li>• Secure</li> <li>• Robust</li> </ul>
<b>Sponsors:</b> DTD Director, MOSSUD PS		
<b>Users Affected:</b> Residents displaced by disasters, Staff of DOSS, Public Treasury, People requiring Social Assistance		
<b>Products, Programs, Services Affected:</b> Processing and payments for: <ul style="list-style-type: none"> <li>• Disaster events – Man-made and natural catastrophic events that impact one or more communities</li> <li>• All social services assistance application and payments</li> </ul>		
<b>Objectives:</b> <ul style="list-style-type: none"> <li>• Faster processing time</li> <li>• Improved accuracy and reporting</li> <li>• Reduced fraud</li> </ul>		
<b>Analysis Summary:</b> The team examined impact of doing nothing, open RFP, modifying CCT MIS. Doing nothing means long processing time, bad press, exploitation of the system. Open RFP means lengthy RFP, approval and procurement process, bad press, more expense. Modifying CCT MIS means lower cost, leverage existing hardware and software, quicker results, leverages existing business relationship.		<b>Go / No-Go:</b> GO
<b>Estimated Investment</b> \$350,000.00	<b>Estimated Time:</b> 18 – 24 months	<b>Build or Buy:</b> Outsource to original developer.
<b>Incremental Implementation Strategy:</b> <ul style="list-style-type: none"> <li>• Disaster portal</li> <li>• Remaining benefits in prioritized order</li> <li>• Completion of public facing portal</li> </ul>		
<b>Milestones or Checkpoints:</b> <ul style="list-style-type: none"> <li>• Contract signed</li> <li>• Disaster portal launched</li> <li>• Payment module added</li> <li>• Individual Services launched</li> <li>• Training completed</li> <li>• Full portal launch</li> </ul>		

Source: ScaledAgileFramework.com



## Appendix 6: Stakeholder Register

Project Name		Date	
Project Number		Document Number	
Project Manager		Project Owner/Client	

Stakeholder Name	Category	Stakeholder Analysis Group	Organization or Group	Role or Job title	Address	Phone numbers	Email address	Communications sent to date	Comments and notes
<i>Full name of the stakeholder</i>	<i>Internal / External / Primary or Secondary</i>	<i>Key Player / Keep Informed / Meet their needs etc</i>	<i>The name of the organization or group the stakeholder belongs to</i>	<i>Job title or role held by the stakeholder</i>	<i>Primary contact address</i>	<i>Contact phone numbers</i>	<i>x@x.com</i>	<i>Record of letters, phone calls sent to stakeholder</i>	<i>Known contacts affiliations etc.</i>

## Appendix 7: Philologist Review Report

Tropical Garden  
Nassau, NP  
The Bahamas  
October 28<sup>th</sup>, 2021

To Whom It May Concern:

I am pleased to acknowledge that I have reviewed Erika Perpall's Master's thesis titled, "Project Management Plan for the development of the Social Protection Management Information System".

The holder of a BA degree in English from the University of Windsor in Ontario, Canada, I am a language arts teacher, writer and editor of over 35. For your perusal, I have attached a copy of my certificate and a copy of my resume. As a teacher, I have taught English Language and Literature at several high schools in The Bahamas, preparing students for national and international English language and literature examinations.

Presently, I operate Glen Nairn's Tutoring Service, where I also prepare candidates for English examinations. In addition, I teach EFL and have so far taught nationals from 36 countries.

As an editor, I review essays, including theses of different levels and disciplines.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Glen C. Nairn', enclosed within a large, loopy oval scribble.

Glen C. Nairn





August 14, 1986

Glen Nairn  
Box N8422  
Nassau, NP  
Bahamas

Dear Glen,

Your application for graduation has been carefully reviewed. We are pleased to inform you that you have successfully completed the requirements for the Bachelor of Arts (General English) degree. This degree will be awarded at the forthcoming convocation.

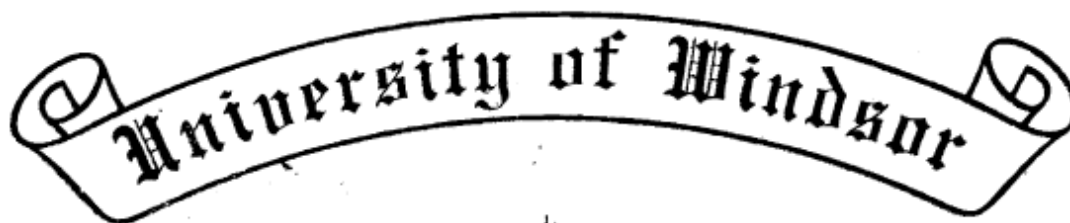
Yours sincerely,

*Kim Bradley / gm.*

Admissions and Records  
Officer

61

401 Sunset Avenue, Windsor, Ontario, Canada N9B 3P4, 519/253-4232



Hereby it is certified that upon the recommendation of

**The Faculty of Arts**

the Senate has conferred upon

**Glen Cyril Nairn**

in recognition of fulfilment of the prescribed requirements the degree of

**Bachelor of Arts**

with all the rights, privileges and honours thereto pertaining here and elsewhere.

Dated at:  
Windsor, Ontario, Canada  
October 26, 1986.

*Ken W. Tanni*  
President and Vice-Chancellor  
*J. Smith*  
Registrar

**Resume of Glen C. Nairn**  
**Tropical Gardens**  
**Tel. 242-466-7259**  
**Email: glencnairn@hotmail.com**

#### **EMPLOYMENT HISTORY**

##### **Present**

##### **Freelance Writer / Editor (since 1990)**

Editor of essays and other writings, including theses in various disciplines and at different levels  
Writer of obituaries, letters, and press releases, etc.

Writings have appeared in local publications such as *Island Scenes* and *What's On*  
Creative Writings include publication of book "The Unseen Letter – A play in Five Acts," and a number of unpublished short stories and poems

##### **Self-employed Operator of Tutoring Service (since 2002)**

Offerings include teaching of English as a foreign language; preparing non-native English speakers for examinations, such as the Test of English as a Foreign Language (TOEFL); preparing candidates for the BJC English language examination, and BGCSE English language and literature examinations

##### **2006 – 2009**

**Writer, Copy Editor, *The Nassau Guardian*, Thompson Boulevard**

Duties included writing of features column, editing of news, feature and business stories

##### **2003 – 2005**

**Teacher of English as a Second Language, Grosvenor Academy (a language institute), Shirley Street**  
Duties included teaching English to non-native speakers and taking them on tours of historic Nassau

##### **2001 -2003**

**Part-Time Teacher of College English Skills, Success Training College, Bernard Road**

Duties included teaching essay writing

##### **1985 – 2000**

**High School English Language and Literature Teacher, Bahamas Ministry of Education**

Duties included preparing students for national and international examinations, such as BJC, GCE, PITMANS, RSA and BGCSE; grading BJC English language and BGCSE English literature examinations

#### **EDUCATIONAL BACKGROUND**

**January 2010 – Online Certificate in Teaching of English as a Second Language, BridgeTELF, Bridge-Linguathec 915 S. Colorado BLVD, Denver CO, 80246** GRADE: A

**July 1994 – Certificate in Creative Writing, Paris American Academy: Paris, France**  
Course on the writing of poetry and fiction

**July 1992 – Winner of James Mitchener Scholarship for fiction, Caribbean Writers Summer Workshop at University of Miami, Florida; awarded Creative Writing Certificate**

**1986 – BA Degree English, University of Windsor, Ontario, Canada**  
Studies also included sociology, history and communication studies