

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE PARENT DEVELOPMENT FORUM
(PDF)- LOCKED PROJECT IN NEVIS

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DEDICATION

This document is dedicated to the Department of Education, Nevis, and all parents who encountered challenges during the lockdowns and physical school closures. It is also dedicated to my family, coworkers and friends who provided unwavering support, which fostered an environment for the completion of this document.

A special dedication for my father, Mr. Elroy Claxton, and my adopted father and uncle, Mr. Sylvester Gajor who are no longer physically with us but who would have proudly supported me during this process. Continue to sleep in peace!

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Finally, thank you to my philologist, Miss Darylie Williams, B.A., M.A. who provided expert guidance.

ABSTRACT

The objective of this document is to develop a Project Management Plan for the Parent Development Forum (PDF) – Locked Parent Empowerment Project in Nevis to create a framework and roadmap for the effective cost, resource and procurement planning and efficient communication and stakeholder engagement. Since March 2020, schools have had several closures due to the COVID 19 pandemic. The closures resulted in significant learning loss and subsequent academic gaps at all levels. As teachers try to respond to the learning gaps, the teachers have noted that the support of parents is needed to decrease the gaps as well as to prepare for any future closures. As such, the need arose for a parent develop forum which is intended to equip parents with tools to support the children. The project management plan for the a Project Management Plan for the Parent Development Forum (PDF) – Locked Parent Empowerment Project in Nevis is needed to ensure successful planning and ultimate implementation.

The final product of the project consists of a project management plan for the Parent Development Forum (PDF) – Locked Parent Empowerment Project in Nevis. As part of the plan, a plan for each knowledge area will be included. As such, there will be a scope, schedule, time, cost, procurement, resource, stakeholder, risk, quality and integrated project management plan. There will be a mixed methodology approach used with both qualitative and quantitative methodology being applied. This approach will allow for the necessary verification and triangulation.

After conducting initial assessments, the need for parent empowerment and development sessions is highlighted. The importance of planning and implementing the project as outlined is also evident. All information is required to be collected prior to commencing the project management plan.

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ABBREVIATIONS AND ACRONYMS

- CDB - Caribbean Development Bank
- DOE - Department of Education
- PDF - Parent Development Forum
- PMBOK - Project Management Body of Knowledge
- RBS - Resource Breakdown Structure
- RBS - Risk Breakdown Structure
- SPED - Special Education
- TOR - Terms of Reference
- WBS - Work Breakdown Structure

EXECUTIVE SUMMARY

On March 25, 2020, all schools on the island of Nevis closed physically. This was in direct response to the COVID 19 pandemic, which affected the island. Students remained at home while the Department of Education sought to support teachers, parents and students in the transition to remote learning. For the next six months, parents were at home with their children and attempted to provide academic support for them. Many parents struggled, as they were unsure of how to do so effectively. Since then, schools have closed several times and each time, parents have had to create an enabling environment for learning and to help to decrease academic gaps.

The Department of Education currently does not have a response to the challenges faced and does not have a systemic approach to support parents. Personnel at the Department of Education needed a roadmap to implement a programme to empower, develop and support parents.

The general objective was to develop a Project Management Plan for the Parent Development Forum (PDF) – Locked Parent Empowerment Project in Nevis to be used by the Department of Education, Nevis Island Administration. The specific objectives are as follows: to conduct a scope management plan to facilitate the execution of the Parent Development Forum (PDF) – Locked Parent Empowerment Project, to create a Schedule Management Plan which ensures that the project remains on schedule and that the project is completed within the preapproved timeframe, to create a Cost Management Plan to ensure the efficient allocation and distribution of funds to the Parent Development Forum (PDF) – Locked Parent Empowerment Project, to develop a Quality Management Plan To develop a Quality Management Plan to establish stakeholder's acceptance criteria related to the project deliverables, to create a communications management plan to allow for efficient communication among all stakeholders, to create a Risk Management Plan which mitigates potential risks to the project management plan, to develop a Procurement Management Plan which outlines the expectations for procurement of resources needed for the project and to develop a Stakeholder

Management Plan which facilitates the identification and subsequent involvement of all stakeholders.

The methodology used in this project was a combination of quantitative and qualitative research methods to create a mixed methods approach. This approach facilitates the verification and triangulation of data from two or more sources. The qualitative research methods included interviews, focus groups, document analysis and observations and the quantitative research method was in the form of closed ended question surveys.

The main conclusions emerging from this project are directly connected to each of the ten knowledge areas found in the Project Management Body of Knowledge: Integrated Project Management, Scope Management, Project Schedule Management, Project Cost Management, Project Resource Management, Project Quality Management, Project Communication Management, Project Risk Management, Project Procurement Management and Project Stakeholder Management. The requisite processes and procedures are included with each plan. The Parent Development Forum – Locked project should be successfully executed as the plans, procedures, processes and accompanying documents all reflect project management best practices. The key components of the Scope Management Plan including the Work Breakdown Structure will minimize the potential for scope creep. The Schedule Management Plan in general and the critical path under the project should ensure that the project remains on schedule. The estimated cost of the project were determined through the schedule management plan. Quality Assurance and Control are embedded in the Quality Management Plan. The resources which need to be procured as well as the human resources will be effectively managed through a robust Resource Management Plan. An integral part of any project is effective communication. As such, a clear Communications Management Plan was developed for the project. As risks are inevitable for every project, a Risk Management Plan, equipped with the corresponding Risk Register and Risk Breakdown Structure was created. There are some resources which are needed for the project. The project outlines the procurement expectations through the Stakeholder Management Plan. Stakeholders are key to the success of the project. The PDF-Locked project therefore clearly outlines the expectations for stakeholder identification, engagement and management in the Stakeholder Management Plan.

The recommendation is made for the standardized approach, which is outlined in the document to be followed. Members of the project management team should be integral parts of the entire process and should be oriented to the expectations, encouraged to provide ongoing feedback and given opportunities to make recommendations for changes using the change request forms. Additionally, the documents can serve as models and frameworks for future projects as the Department of Education on Nevis does not have a framework for project management activities as well as templates which can guide project implementation.

INTRODUCTION

1.1. Background

The PDF-Locked project is being presented and led by the Department of Education on Nevis. The Department of Education is one of the departments in the Ministry of Education, Library Services and Information Technology. The Department has six pillars which are as follows:

1. Management and Supervision
2. Schools' Physical Plant: Safety and Security
3. Teaching and Learning
4. School Culture
5. Parent and Community Involvement and Engagement
6. Leadership and Management

The work of the Department of Education is based on the vision and mission of the Ministry of Education as well as the identified objectives of the 2017-2021 Education Sector Plan. Following the COVID 19 pandemic, there was an identified need to focus on the academic recovery, acceleration and enhancement for all students within education. The Organization of the Eastern Caribbean States (OECS), the Caribbean Development Bank (CDB) and the Caribbean Community (CARICOM) collaborated to create a framework and plans to address the issue in schools across the Caribbean.

Through this work emerged a nine-component framework:

1. Leadership and accountability
2. Management and communication
3. Regional and national partnerships
4. Teacher support and collaboration
5. Formative assessment
6. Inclusion, SPED, wellbeing
7. Resources and curriculum
8. Engagement with parents and family

9. Engagement with community and community organisations.

The department's pillars and the components under the Let's Reap Program both speak to the importance of Parent Engagement and Involvement. In light of academic loss which has been experienced, the PDF-Locked Project is an ideal response to involve parents as partners in reducing the academic gaps. Parents spend a considerable amount of time with the students when they are away from the school compound. As such, if parents are exposed to diagnostic assessment data and are provided with skills to address the academic gaps and or the areas of focus in the classroom, the parents can support student learning and ultimately student success.

The Project will be jointly funded by the Caribbean Development Bank and the Nevis Island Administration.

1.2. Statement of the problem

Over the years, the Department of Education has promoted the importance of parental engagement across all schools. However, schools have not been able to achieve a high level of parental engagement as parents are often treated as passive persons in their children's learning. Many parental engagement projects have been implemented in the past but they were implemented without a project management plan. The COVID 19 pandemic has forced education officials and school leaders to revisit the approach to fostering an environment of parental engagement in an attempt to address the academic gaps. The current components of the problem include the following:

- Data from diagnostic assessments reveal that over 40% of primary school students are performing below grade level in core areas of literacy and numeracy.
- Parental involvement had been limited to attendance at PTA meetings and Parent Teacher conferences which have not been focused or standardized.
- Parents have been presented with challenges faced by students with no clear recommendations for steps parents can take to support students.

- There is an absence of a system wide approach to fostering parental engagement for student success and with the goal of academic recovery, enhancement and acceleration.

These challenges, if left unaddressed, can further increase the learning gaps which are being faced.

Conversely, the PDF-Locked Project has the potential to mitigate the challenges outlined above and create a framework for the proper implementation of a parent-centered academic recovery plan. This plan would not be possible without a proper project management plan and documents to guide the outlined processes.

1.3. Purpose

The COVID 19 pandemic caused a series of closures of schools on the island of Nevis in the 2019-2020 and 2020-2021 academic years. These closures spanned various periods but account for approximately six months of closure during the time periods outlined periods which were compounded by two summer vacations which traditionally account for learning loss. Although the periods were punctuated by somewhat sporadic virtual interactions, the disparity for struggling students increased when they faced other challenges such as lack of devices and Internet. Other students lacked the requisite parental support structures at home. These structures were necessary for proper engagement on success on the virtual platform.

The project will be done with the aim of creating the necessary framework and supporting documents for the proper, streamlined and efficient implementation of the PDF-Locked Project. Benefits of the project include the following:

1. Creating a plan for and outlining the planning and initiating processes,
2. Developing a project which covers all ten of the PMBOK Knowledge Areas and is aligned with best practices,

3. Developing documents which will support the success of the project such as document and report templates,
4. Creation of a Project Management Plan to guide the way forward for the PDF-Locked Parent Empowerment Project, which will simultaneously maximize the potential for the project's ultimate success.

The project management plan, which is based on international best practices, will be fundamental to the success of the Department of Education's thrust to improve in the area of parental engagement. Upon proper implementation, the Department of Education on Nevis should see increased efficiency at the department and school levels. To date, there has not been sufficient investment in parental involvement and engagement. However, the project will address this deficit and foster a paradigm shift, which will not only support academic recovery but can be mirrored in related projects in the future.

1.4. General objective

To develop a Project Management Plan for the Parent Development Forum (PDF) – Locked Parent Empowerment Project in Nevis to create a framework and roadmap for the effective cost, resource and procurement planning and efficient communication and stakeholder engagement.

1.5. Specific objectives

1. To create a Project Integration Management Plan which combines all components to create a unified and coordinated project
2. To conduct a Scope Management Plan to facilitate the execution of the Parent Development Forum (PDF) – Locked Parent Empowerment Project
3. To create a Schedule Management Plan which ensures that the project remains on schedule and that the project is completed within the preapproved timeframe

4. To create a Cost Management Plan to ensure the efficient allocation and distribution of funds to the Parent Development Forum (PDF) – Locked Parent Empowerment Project
5. To develop a Quality Management Plan to establish stakeholder's acceptance criteria related to the project deliverables
6. To develop a Resource Management Plan so that the resources can be effectively catered for and allocated
7. To create a Communications Management Plan to allow for efficient communication among all stakeholders
8. To create Risk Management Plan which mitigates potential risks to the project management plan
9. To develop a Procurement Management Plan which outlines the expectations for procurement of resources needed for the project
10. To develop a Stakeholder Management Plan which facilitates the identification and subsequent involvement of all stakeholders

Chart 1*Student Enrollment Data 2021*

SCHOOLS	NO. OF STUDENTS
Charlestown Pre-School	41
St. Johns Pre-School	35
Gingerland Pre-School	37
Inez France Pre-School	42
Combermere Pre-School	19
Vern n Llew Pre-Schol	41
V &J's	45
Maude Smith	37
Maude Crosse Prep	25
Naomi's Daycare	28
PRESCHOOL TOTAL = 350	
PRIMARY	
Charlestown Primary	298
St. Thomas Primary	144
Joycelyn Liburd Primary	185
Maude Crosse Prep	106
Montessori Academy	55
V OJN Primary	77
St. James Primary	36
Elizabeth Pemberton Primary	83
Nevis Academy	87
CBIS	20
PRIMARY TOTAL = 1091	
SECONDARY	
Charlestown Secondary	560

Gingerland Secondary	285
Nevis International Academy	65
SECONDARY TOTAL = 910	
OVERALL TOTAL = 2351	

Source: Department of Education, Nevis

1.1.2 Mission and Vision Statements

Vision Statement

According to the Department of Education's Handbook (2018), the vision of the department is the provision of the resources, skills and opportunities that would foster an environment for student success and prepare all students for the future.

Mission Statement

According to the Department of Education's Handbook (2018), the mission is to maximize resources and increase accountability in order to provide the residents of Nevis with a quality and relevant education system built upon strategic planning, research and evaluation, education and training and school-community partnerships.

The PDF Locked project is aligned with both the mission and vision as the project provides opportunities to further empower students and by extension foster their success by providing parents with skills to support the students' academic journey by potentially filling academic gaps created by school closures between 2020 and 2021. Additionally, the PDF Locked project is an example of a school and community partnership as parental engagement is an example of such partnerships. The project would therefore empower the Department of Education on Nevis to further fulfill its mandates.

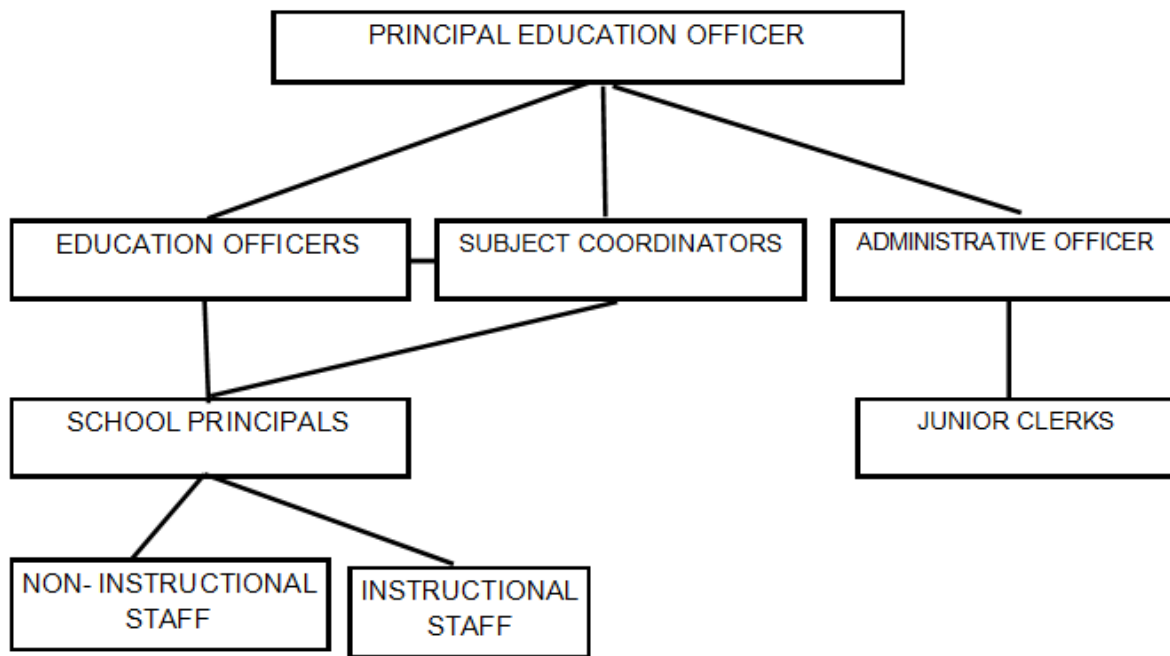
1.1.3 Organizational structure

The Principal Education Officer leads the Department of Education. The Principal Education Officer oversees the day-to-day running of the schools. Education Officers

support the schools through their principals and report directly to the Principal Education Officer. Subject Coordinators focus on the teaching and learning process and provide support for instructional staff through the school's principal. The subject coordinators also report directly to the Principal Education Officer. Principals are responsible for both instructional and non-instructional staff members at their school. School Principals report directly to the Education Officer who reports to the Principal Education Officer. The Junior Clerks report to the Administrative Officer. The Administrative Officer reports to the Principal Education Officer.

Figure 2

DOE Organizational Chart



Note. Source: Internal Managerial Documentation

The Organizational Structure allows for the effective implementation of the PDF Locked project in the following ways:

1. The Principal Education Officer will have oversight to ensure alignment with the governing documents in Education.
2. Subject coordinators will be able to use diagnostic data across subjects and schools on the island.
3. The Principals and instructional staff will interact directly with parents to ensure that content can be applied.

1.1.4 Products Offered

The Department of Education is responsible for all schools on the island of Nevis and offers the following:

1. Support for schools from preschools to secondary schools
2. STEM Education
3. School Bus Services
4. School Meals for students at pre and primary schools

1.1.5 Other Applicable Theory and Concepts

1.1.5.1 Parent Education

Parent Education has been part of the Department of Education's approach under the Parent and Community Involvement and Engagement pillar. Previously, the focus has been on morals and values with not as great a focus on academics.

1.1.5.2 New Instructional Modalities

With the onset of the COVID 19 pandemic, the Department of Education transitioned to remote learning strategies, which included distribution of work packets and the use of online learning. The selected online learning platform for the Federation of St. Kitts and Nevis was Microsoft Teams. A Continuity of Learning Framework was also introduced to

ensure that student interactions continued, although physical school spaces were closed.

1.1.5.3 Tools used During COVID 19

Tools used during COVID include the Microsoft 365, which came with a suite of instructional and assessment applications. These include Microsoft Teams and Stream, Microsoft Forms and Surveys and Microsoft SharePoint and One Drive. Teachers are able to use these tools to enhance student engagement and parents were introduced to the tools via Sensitization sessions.

1.2 Project Management concepts

Must indicate the main project management concepts, such as project, project management, project life cycle, knowledge areas, project management processes, process groups, and any other applicable project management related concepts.

Must include the relationship of these concepts with the topics to be developed for the FGP, as well as with the company/enterprise context. For example, if the company has its own project life cycle, it should be presented on this section, after the generic project life cycle definition.

1.2.1 Project

A Guide to the Project Body of Knowledge (2017) defines a project as a temporary endeavor undertaken to create a unique product, service or result. This Final Graduation Project (FGP) addresses the project management plan for the PDF Locked – Parent Empowerment Project.

The Department of Education does not traditionally develop projects in a way, which aligns with the Project Body of Knowledge. However, the PDF Locked – Parent Empowerment Project follows best practices.

The PDF Locked – Parent Empowerment Project is being offered by the Department of Education on the island of Nevis. The development of the project under the Final Graduation Project (FGP) extends to February 2022.

1.2.2 Project Management

A Guide to the Project Body of Knowledge (2017) defines Project Management as the application of knowledge, skills, tools and techniques to the project activities to meet the project requirements. Project Management allows for the ten knowledge areas and five processes. All ten of the knowledge areas are captured under the project. The PDF Locked – Parent Empowerment Project incorporates project initiation and project planning, two of the processes.

There is not a formal project management structure at the Department of Education. As such, all projects are implemented under the guidance of the Principal Education Officer. As the remit of the office of the Principal Education Officer is extensive, duties are often assigned to officers as necessary or based on availability. The PDF Locked – Parent Empowerment Project will be implemented under the direction of the Subject Coordinators with close communication with the Education Officers and Principals.

The Project Management Plan will therefore provide guidance to the stakeholders directly involved in the project. The plan will also provide supporting documents to guide the process. These documents are important to the success of the project.

1.2.3 Project life cycle

The Project Life Cycle is the series of phases that a project passes through from start to finish (PMBOK, 2017). Additionally, the project life cycle provides the framework for managing the project. The phases of the PDF Locked – Parent Empowerment Project are timebound. As the phases are completed, the project's performance will be compared to the project plan.

1.2.4 Project Management Processes

- The Project Management Body of Knowledge (2017) defines the project management process groups as the logical grouping of project management inputs, tools and techniques and outputs. The project management process groups are: initiating, planning, executing, monitoring and controlling and closing. For the purposes of the Final Graduation Project (FGP), the PDF Locked – Parent Empowerment Project, only the initiating and planning processes will be prepared.
- Initiation – The problem will be identified and the subsequent response will be charted. The feasibility of the PDF Locked – Parent Empowerment Project will also be explored. During this phase, a feasibility study will be conducted, the scope and project stakeholders will be identified, and the statement of work developed.
- Planning – During this phase, the project will be broken down into smaller tasks, the team will be identified and assigned, and the schedule will be created. A project management plan will be created with the requisite tasks to be assigned. Additionally, the workflow will be mapped out, the estimated budget developed, potential risks identified, necessary resources identified and necessary documents created. This is important for the efficiency and success associated with the development of the project management plan for the PDF Locked – Parent Empowerment Project.

1.2.5 Project Management Knowledge Areas

A Guide to the Project Body of Knowledge (2017) defines Project Management Knowledge Area as an identified area of project management defined by its knowledge requirements and described in terms of its components processes, practices, inputs, outputs, tools and techniques. All ten knowledge areas are captured in the PDF Locked – Parent Empowerment Project which are as follows:

- Project Integration Management,
- Project Scope Management
- Project Schedule Management
- Project Cost Management
- Project Resource Management
- Project Quality Management
- Project Communication Management
- Project Risk Management
- Project Procurement Management
- Project Stakeholder Management

3 METHODOLOGICAL FRAMEWORK

3.1 Information sources

An information source is a person, thing, or place from which information comes, arises, or is obtained (“Sources of Information”, 2019). Information sources can be primary or secondary. Information can be found anywhere and can be accessed in physical and virtual forms.

3.1.1 Primary sources

According to Sage Research Methods (2010), a primary data source is an “original data source, that is, one in which the data are collected firsthand by the researcher for a specific research purpose or Project.” Some examples of primary sources include surveys, questionnaires, interviews, experiments, eyewitness accounts, autobiographies, statistical data and speeches.

For the purposes of this Project, the primary data sources will be the interviews and surveys from the staff of the Department of Education and parents.

3.1.2 Secondary sources

According to the University of Illinois Library, “a secondary source of information is one that was created *later* by someone who *did not* experience first-hand or participate in the events or conditions you’re researching.” Some examples of secondary sources include biographies, essays, textbooks, newspaper articles, book or movie reviews or articles which discuss some else’s work.

During this project, secondary data will be gleaned from textbooks.

Chart 2*Information Sources*

Source: Author of Study, 2022

Objectives	Information sources	
	Primary	Secondary
To create a Project Integration Management plan which combines all components to create a unified project.	Interviews with project steering committee, meeting minutes.	Project Body of Knowledge (2017)
To conduct a Scope Management Plan to facilitate the execution of the Parent Development Forum (PDF) – Locked Parent Empowerment Project.	Interviews with project steering committee, meeting minutes	Project Body of Knowledge (2017)
To create a Schedule Management Plan which ensures that the project remains on schedule and that the project is completed within the preapproved timeframe.	Interviews with project steering committee, meeting minutes	Project Body of Knowledge (2017)

<p>To create a Cost Management Plan to ensure the efficient allocation and distribution of funds to the Parent Development Forum (PDF) – Locked Parent Empowerment Project.</p>	<p>Interviews with project steering committee, meeting minutes</p>	<p>Project Body of Knowledge (2017)</p>
<p>To develop a Quality Management Plan to establish stakeholder's acceptance criteria related to the project deliverables.</p>	<p>Interviews with project steering committee, meeting minutes.</p>	<p>Project Body of Knowledge (2017)</p>
<p>To develop a Resource Management Plan so that the resources can be effectively catered for and allocated.</p>	<p>Interviews with project steering committee and education resource center coordinator, meeting minutes</p>	<p>Project Body of Knowledge (2017)</p>
<p>To create a Communication Management Plan to allow for efficient communication among all stakeholders.</p>	<p>Interviews with project steering committee and Communication and Documentation Officer, meeting minutes</p>	<p>Project Body of Knowledge (2017)</p>
<p>To create a Risk</p>	<p>Interviews with project</p>	<p>Project Body of Knowledge</p>

Management Plan which mitigates potential risks to the project management plan.	steering committee, meeting minutes	(2017)
To develop a Procurement Management Plan which outlines the expectations for procurement of resources needed for the project.	Interviews with project steering committee and education resource center coordinator, meeting minutes	Project Body of Knowledge (2017)
To develop a Stakeholder Management Plan which facilitates the identification and subsequent involvement of all stakeholders.	Interviews with project steering committee, meeting minutes, focus groups, Education Official Survey	Project Body of Knowledge (2017)

3.2 Research Methods

The University of Newcastle Library defines research methods as “the strategies, processes or techniques utilized in the collection of data or evidence for analysis in order to uncover new information or create better understanding of a topic.”

There are several types of research methods which utilize different tools and techniques for data collection purposes.

The research methods used in the FGP are as follows:

- Qualitative Research Methods which include Interviews, focus groups, document analysis and observations
- Quantitative Research Methods in the form of closed-ended question surveys.

A combination of qualitative and quantitative research methods allows for mixed research methods. The benefit of mixed research methods is that it enables triangulation or verification of data from two or more sources.

3.2.1 Qualitative Research Method

According to the University of Newcastle Library, “Qualitative Research gathers data about lived experiences, emotions or behaviours, and the meanings individuals attach to them. It assists in enabling researchers to gain a better understanding of complex concepts, social interactions or cultural phenomena. This type of research is useful in exploration of how or why things have occurred, interpreting events and describing actions. Examples of Qualitative Research which will be used in the FGP are interviews, focus groups, document analysis of meeting minutes and observations.

3.2.2 Quantitative Research Method

The University of Newcastle Library defines Quantitative Research as a method which gathers numerical data which can be ranked, measured or categorized through statistical analysis. The same source states that this type of research is

useful for finding out how many, how often and to what extent. Quantitative Research in the FGP will be done through a closed-question survey.

Chart 3

Research Methods

Source: Author of Study, 2022

Objectives	Research methods	
	Qualitative Research Methods	Quantitative Research Methods
1. To create a Project Integration Management Plan which combines all components to create a unified and coordinated project.	Interviews – Interviews will be conducted with Project Steering Committee. Data captured will be used to create the project integration management plan for the FGP Project. Document Analysis – The meeting minutes will be analysed and used to guide the creation of the project integration management plan.	
2. To conduct a Scope Management Plan to facilitate the execution of the Parent	Interviews – Interviews will be conducted with Project Steering Committee. Data captured will be used to create the scope management plan	

<p>Development Forum (PDF) – Locked Parent Empowerment Project.</p>	<p>for the FGP Project. Document Analysis – The meeting minutes will be analysed and used to guide the creation of the scope management plan.</p>	
<p>3. To create a Schedule Management Plan which ensures that the project remains on schedule and that the project is completed within the preapproved time frame.</p>	<p>Interviews – Interviews will be conducted with Project Steering Committee. Data captured will be used to create the time management plan for the FGP Project. Document Analysis – The meeting minutes will be analysed and used to guide the creation of the time management plan.</p>	
<p>4. To create a Cost Management Plan to ensure the efficient allocation and distribution of funds to the Parent Development Forum (PDF) – Locked Parent</p>	<p>Interviews – Interviews will be conducted with Project Steering Committee. Data captured will be used to create the cost management plan for the FGP Project. Document Analysis – The meeting minutes will be analysed and used to guide the creation of the</p>	

Empowerment Project.	cost management plan.	
5. To develop a Quality Management Plan which sets the standards and criteria for the project.	Interviews – Interviews will be conducted with Project Steering Committee. Data captured will be used to create the quality management plan for the FGP Project. Document Analysis – The meeting minutes will be analysed and used to guide the creation of the quality management plan.	
6. To develop a Resource Management Plan so that the resources can be effectively catered for and allocated.	Interviews – Interviews will be conducted with Project Steering Committee and the Education Resource Center Coordinator. Data captured will be used to create the resource management plan for the FGP Project. Document Analysis – The meeting minutes will be analysed and used to guide the creation of the resource management	

	plan.	
7. To create a Communications Management Plan to allow for efficient communication among all stakeholders.	<p>Interviews – Interviews will be conducted with Project Steering Committee and Communication and Documentation Officer at the Department of Education. Data captured will be used to create the communication management plan for the FGP Project.</p> <p>Document Analysis – The meeting minutes will be analysed and used to guide the creation of the communication management plan.</p>	
8. To create Risk Management Plan which mitigates potential risks to the Project Management Plan.	<p>Interviews – Interviews will be conducted with Project Steering Committee. Data captured will be used to create the risk management plan for the FGP Project.</p> <p>Document Analysis – The meeting minutes will be analysed and used to</p>	

	guide the creation of the risk management plan.	
9. To develop a Procurement Management Plan which outlines the expectations for procurement of resources needed for the project.	<p>Interviews – Interviews will be conducted with Project Steering Committee and the Education Resource Center Coordinator. Data captured will be used to create the procurement management plan for the FGP Project.</p> <p>Document Analysis – The meeting minutes will be analysed and used to guide the creation of the procurement management plan</p>	

<p>10. To develop a Stakeholder Management Plan which facilitates the identification and subsequent involvement of all stakeholders.</p>	<p>Interviews – Interviews will be conducted with Project Steering Committee. Data captured will be used to create the stakeholder management plan for the FGP Project.</p> <p>Document Analysis – The meeting minutes will be analysed and used to guide the creation of the stakeholder management plan.</p> <p>Focus group – a focus group will be created to assist with the identification and involvement of stakeholders.</p>	<p>Survey – a closed question survey will be administered to education officials to assist with the identification of stakeholders.</p>
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3.3 Tools

The Project Management Body of Knowledge (2017) defines tools as “something tangible, such as a template or software program, used in performing an activity to produce a product or result.”

Several tools will be included in the FGP. They are outlined in Chart 4 below. Some tools are present in each specific objective. These tools include meetings, expert judgments and data analysis.

The following tools are used in the project:

- Integration Management Plan Template – provides the general overview of the project and includes inputs from all knowledge areas.
- Project Charter Template – document which outlines the major components of the project including business case, scope, stakeholders, budget, milestones, preliminary risks and scope.
- Requirements Traceability Matrix – outlines the relationship between the requirements and artifacts.
- Work Breakdown Structure – breaks down the components of the project into smaller and more manageable parts.
- Requirements Management Plan – used to document the project requirements from definition to delivery.
- Scope Management Plan Template – guides the development of the Scope Management Plan
- Project Management Plan Template- guides the development of the Project Management Plan
- Microsoft Project – Project Management Software designed to assist a project manager in developing a plan, assigning resources to tasks, tracking progress, managing the budget, and analyzing workloads.
- Microsoft Excel – a spreadsheet programme used to record and analyze data.
- Microsoft Forms – online survey creator.
- Microsoft Teams – cloud based team collaboration software with features such as video calling and conferencing and file sharing.
- Activity List Template – list of project activities
- Cost Management Plan Template guides the development of the Cost Management Plan
- Quality Management Plan Template - guides the development of the Quality Management Plan

- Resource Management Plan Template - guides the development of the Resource Management Plan
- Resource Breakdown Structure – lists all resources needed to complete a project.
- Responsibility Assignment Matrix – documents which maps and traces user responsibility
- Communications Management Plan Template - guides the development of the Communications Management Plan
- Communications Matrix – summarizes the communication management plan and defines how a project's communication is managed.
- Risk Management Plan Template - guides the development of the Project Management Plan
- Risk Register Template – document which organizes project risks
- Risk Breakdown Structure – a grid which contains broad definitions of a project's risks and captures the specific definitions of those risks.
- Procurement Management Plan Template - guides the development of the Procurement Management Plan
- Stakeholder Management Plan Template - guides the development of the Stakeholder Management Plan
- Stakeholder Register - records the details of stakeholders
- Stakeholder Power - Interest Matrix - documents the power and interest stakeholders have in project outcomes.
- Stakeholder Engagement Assessment Matrix - documents desired and monitors actual engagement of stakeholders.

Chart 4

Tools

Source: Author of Study, 2022

Specific Objective	Tools
1. To create a Project Integration Management Plan which combines all components to create a unified and coordinated project.	<ul style="list-style-type: none">• Project Charter Template• Project Management Plans• Integration Management Plan Template• Microsoft Word• Meetings
2. To conduct a Scope Management Plan to facilitate the execution of the Parent Development Forum (PDF) – Locked Parent Empowerment Project.	<ul style="list-style-type: none">• Project Charter• Scope Management Plan Template• Requirements Traceability Matrix• Work Breakdown Structure• Requirements Management Plan• Meetings
3. To create a Schedule Management Plan which ensures that the project remains on schedule and that the project is completed within the preapproved time frame.	<ul style="list-style-type: none">• Microsoft Project• Microsoft Excel• Activity List Template• Meetings
4. To create a Cost Management Plan to ensure the efficient allocation and distribution of funds to the Parent	<ul style="list-style-type: none">• Cost Management Plan Template• Microsoft Project• Microsoft Excel

Development Forum (PDF) – Locked Parent Empowerment Project.	<ul style="list-style-type: none"> • Meetings
5. To develop a Quality Management Plan which sets the standards and criteria for the project.	<ul style="list-style-type: none"> • Quality Management Plan Template • Requirements Traceability Matrix • Meetings
6. To develop a Resource Management Plan so that the resources can be effectively catered for and allocated.	<ul style="list-style-type: none"> • Resource Management Plan Template • Resource Breakdown Structure • Responsibility Assignment Matrix • Microsoft Forms
7. To create a Communications Management Plan to allow for efficient communication among all stakeholders.	<ul style="list-style-type: none"> • Communications Management Plan Template • Communications Matrix • Microsoft Forms • Microsoft Teams • Meetings
8. To create Risk Management Plan which mitigates potential risks to the Project Management Plan.	<ul style="list-style-type: none"> • Risk Management Plan Template • Risk Register Template • Risk Breakdown Structure • Meetings
9. To develop a Procurement Management Plan which outlines the	<ul style="list-style-type: none"> • Procurement Management Plan Template • Microsoft Forms

<p>expectations for procurement of resources needed for the project.</p>	<ul style="list-style-type: none"> • Meetings
<p>10. To develop a Stakeholder Management Plan which facilitates the identification and subsequent involvement of all stakeholders.</p>	<ul style="list-style-type: none"> • Stakeholder Management Plan Template • Stakeholder Register • Stakeholder Power –Interest Matrix • Stakeholder Engagement Assessment Matrix

3.4 Assumptions and constraints

The Project Management Body of Knowledge (2017) defines an assumption as a “factor in the planning process that is considered to be true, real, or certain, without proof or demonstration. The PMBOK (2017) further defines a constraint as a “limiting factor that affects the execution of a project, program, portfolio, or process.

Chart 5

Assumptions and Constraints

Source: Author of Study, 2022

Objectives	Assumptions	Constraints
<p>1. To create a Project Integration Management Plan which combines all components to create a unified and coordinated project.</p>	<p>1. All elements of the project will be integrated to ensure success.</p> <p>2. Personnel can create an integrated plan.</p>	<p>. If phases of the project overlap, the prerequisite phases may not finish on time</p>
<p>2. To conduct a Scope Management Plan to facilitate the execution of the Parent Development Forum (PDF) – Locked Parent Empowerment Project.</p>	<p>1. The scope management plan will clearly outline all work to be done on the project.</p> <p>2. Support will be available to complete the project according to the scope management plan.</p> <p>3. There will be no modifications to the scope or the scope</p>	<ul style="list-style-type: none"> • The scope of work can change during the project. • The personnel and financial support may not be available to facilitate the outlined scope management plan.

	management plan.	
3. To create a Schedule Management Plan which ensures that the project remains on schedule and that the project is completed within the preapproved time frame.	<ol style="list-style-type: none"> 1. The Project Management Plan can be completed in the specified time. 2. All stakeholders will complete the specified tasks in the allotted time. 	<ul style="list-style-type: none"> • The allotted time will not be sufficient for the completion of the plan.
4. To create a Cost Management Plan to ensure the efficient allocation and distribution of funds to the Parent Development Forum (PDF) – Locked Parent Empowerment Project.	<ol style="list-style-type: none"> 1. The necessary stakeholders will contribute to the development of the budget. 2. All information needed will be available to facilitate the creation of the completed budget. 3. The budget created will accurately reflect elements needed to complete the project. 	<ul style="list-style-type: none"> • Personnel limitations for the creation of the budget. • Limitations in skillsets needed for task completion within the Department of Education.
5. To develop a Quality Management Plan	<ol style="list-style-type: none"> 1. A thorough quality 	<ul style="list-style-type: none"> • There may be difficulties in

<p>which sets the standards and criteria for the project.</p>	<p>management plan will be created.</p> <p>2. Mechanisms will be in place to ensure quality assurance.</p>	<p>ensuring quality control as officer have minimal experiences in production quality management.</p>
<p>6. To develop a Resource Management Plan so that the resources can be effectively catered for and allocated.</p>	<p>1. A comprehensive list of resources will be created.</p> <p>2. Human resources will be available to contribute to the project.</p>	<ul style="list-style-type: none"> • Limited resources on the island means that resources will have to be sourced and identified from overseas. • Personnel are not familiar with the creation of a project management plan or a resource management plan.
<p>7. To create a Communications Management Plan to allow for efficient communication among all stakeholders.</p>	<p>1. A communication management plan would be created which ensures that information reaches all stakeholders.</p> <p>2. Communication will be clear, concise and</p>	<ul style="list-style-type: none"> • Limited personnel with an understanding of communication and the use of the communicative technology tools. • Communications

	<p>timely.</p> <ol style="list-style-type: none"> 3. A clear line of communication will be outlined. 4. The necessary technology will be available to facilitate the communication management plan. 	<p>Officer is overwhelmed with other duties not affiliated with this project.</p>
<p>8. To create Risk Management Plan which mitigates potential risks to the Project Management Plan.</p>	<ol style="list-style-type: none"> 1. Information is available which allows for the identification of all or most possible risks. 2. Project Team has the ability to prioritize risks and create the corresponding matrices. 	<ul style="list-style-type: none"> • Limited experience in identifying and prioritizing risks among member of the Department of Education team
<p>9. To develop a Procurement Management Plan which outlines the expectations for procurement of resources needed for</p>	<ol style="list-style-type: none"> 1. Personnel are adept with the creation of a procurement management plan. 2. Local suppliers have experiences with submitting 	<ul style="list-style-type: none"> • Minimal to no previous experience with procurement management planning. • Items may have to be procured regionally and internationally.

<p>the project.</p>	<p>bids.</p> <p>3. Local suppliers are able to provide the materials and services.</p>	
<p>10. To develop a Stakeholder Management Plan which facilitates the identification and subsequent involvement of all stakeholders.</p>	<ul style="list-style-type: none"> • A complete list of stakeholders will be identified through the various methods of compilation. • Stakeholders will have the interest to drive the creation of the plan. 	<ul style="list-style-type: none"> • Limited experience in stakeholder management among the staff at the Department of Education.

3.5 Deliverables

The PMBOK (2017) defines a deliverable as “any unique product, result or capability to perform a service that is required to be produced to complete a process, phase or project.”

The deliverables for the Project Management Plan for the Parent Development Forum (PDF) – Locked Parent Empowerment Project are as follows:

- Project Integration Management Plan
- Project Scope Management Plan
- Project Schedule Management Plan
- Project Cost Management Plan
- Project Quality Management Plan
- Project Resource Management Plan
- Project Communication Management Plan
- Project Risk Management Plan
- Project Procurement Management Plan
- Project Stakeholder Management Plan

Chart 6*Deliverables*

Source: Author of Study, 2022

Objectives	Deliverables
11. To create a Project Integration Management Plan which combines all components to create a unified and coordinated project.	Project Integration Management Plan
12. To conduct a Scope Management Plan to facilitate the execution of the Parent Development Forum (PDF) – Locked Parent Empowerment Project.	Scope Management Plan
13. To create a Schedule Management Plan which ensures that the project remains on schedule and that the project is completed within the preapproved time frame.	Schedule Management Plan
14. To create a Cost Management Plan to ensure the efficient allocation and distribution of funds to the Parent Development Forum (PDF) – Locked	Cost Management Plan


Parent Empowerment Project.	
15. To develop a Quality Management Plan which sets the standards and criteria for the project.	Quality Management Plan
16. To develop a Resource Management Plan so that the resources can be effectively catered for and allocated.	Resource Management Plan
17. To create a Communications Management Plan to allow for efficient communication among all stakeholders.	Communications Management Plan
18. To create Risk Management Plan which mitigates potential risks to the Project Management Plan.	Risk Management Plan
19. To develop a Procurement Management Plan which outlines the expectations for procurement of resources needed for the project.	Procurement Management Plan

<p>20. To develop a Stakeholder Management Plan which facilitates the identification and subsequent involvement of all stakeholders.</p>	<p>Stakeholder Management Plan</p>
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4.0 RESULTS

4.1 INTEGRATION MANAGEMENT PLAN – PDF LOCKED PARENT EMPOWERMENT PROGRAMME

DOCUMENT TRACKING INTEGRATION MANAGEMENT PLAN

			
GENERAL INFORMATION			
Document Author		Zahnela Claxton	
Document Owner		SparkED	
Project Title		PDF LOCKED PARENT EMPOWERMENT PROGRAMME	
Project Manager		Zahnela Claxton	
Issue Date		April 26, 2022	
CHANGE CONTROL			
In order to make changes to the document, approval must be given by the persons below. Approved changes to date are listed below.			
Version	Issue Date	Changes	
1.0	April 26, 2022	Initial version of the document	
APPROVALS			
Name	Role	Signature	Date
	Project Sponsor		
Zahnela Claxton	Project Manager		

4.1.1 Introduction

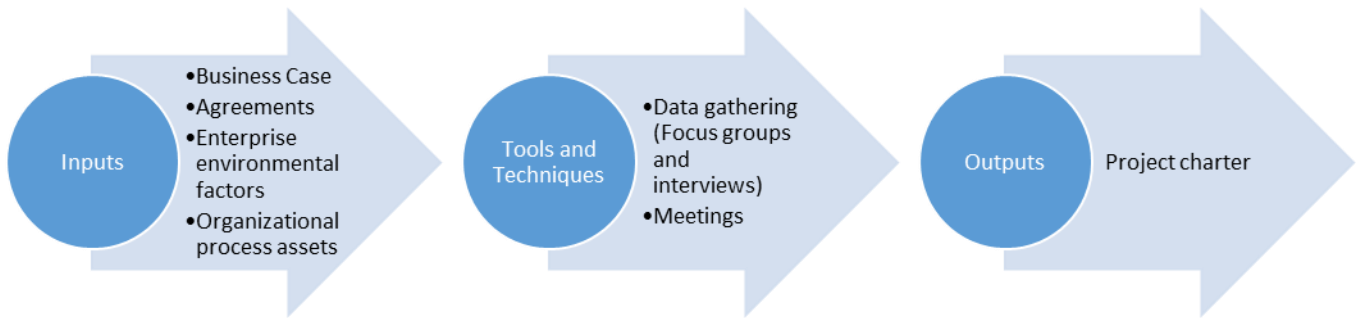
The Project Integration Management Plan for the PDF-Locked Parent Empowerment Programme is the first objective of the project. The Project Management Body of Knowledge (2017) states that this plan includes the various processes and project management activities within the Project Management groups. Some of the key choices which are made within Project Integration Management include allocation of resources, balancing competing demands, examining any alternative choices, tailoring the processes to meet the project objectives and managing interdependences among the various Project Management Knowledge areas. The Project Integration Management processes include develop the project charter, develop project management plan, direct and manage project work, manage project knowledge, monitor and control project work and perform integrated change control.

4.1.2 Development of project charter for the PDF-LOCKED Parent Empowerment Programme

The PMBOK® Guide 6th Edition describes develop project charter as the process of developing a document that formally authorizes the existence of the project and provides the project manager with the authority to apply the organization's resources to the project. Information contained in the project charter includes the following: the business case, objectives, budget, assumptions, constraints, risks and stakeholders. Since the project is in its developmental stages and the Department of Education on Nevis does not have any historical documents in relation to project management, including the project charter, the author of the study developed a project charter for the PDF-Locked Parent Empowerment Programme project.

The inputs, tools and techniques for the development of the project charter are included below.

Figure 3
Development of the Project Charter



Note. Adapted from the Project Management Body of Knowledge, 2017, p. 75



PROJECT CHARTER

Version 1.0	November 14, 2021
Project Name	<p>Management Plan for the Parent Development Forum (PDF) – Locked</p> <p>Parent Empowerment Project in Nevis.</p>
Application Area/Sector	Education
Knowledge Areas/Processes	<p>Knowledge areas:</p> <ul style="list-style-type: none"> • Project Integration Mangement, • Project Scope Management • Project Schedule Management, • Project Cost Management, • Project Quality Management, • Project Resource Management, • Project Communication Management, • Project Risk Management • Project Procurement Management • Project Stakeholder Management

	<p>Process groups:</p> <ul style="list-style-type: none"> • Project Initiation • Project Planning
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Business Case

Following a little over a year and a half of consistent school closures and inconsistent face-to-face instruction as a result of the COVID 19 pandemic, the Department of Education on Nevis has observed that children across all levels on the island have experienced academic or learning loss and are, therefore, falling below students' grade level. In light of this loss, the Department noted that in order to be able to support students and decrease the learning gaps, parents must be equipped with skills to support children while they are at home.

The PDF - Locked Parent Empowerment Project was conceptualized to address the aforementioned concerns. As a new project, the development of a project management plan which incorporates the requisite knowledge areas and processes is imperative. The project will receive funding from the Nevis Island Administration, the island's local government as well as the Caribbean Development Bank (CDB). The project aligns with the UNICEF Child Friendly/Effective Schools Initiative as well as the recent (2021) Caribbean Development Bank/CARICOM/Organization of the Eastern Caribbean States' Let's REAP Initiative. Both initiatives promote parents as

<p>active participants in their child’s learning and underscore the value of parent-school partnerships.</p> <p>The processes, documents and general project management plan created will be instrumental in guiding the way forward for the PDF - Locked Parent Empowerment Project and will maximize the potential for the project’s success.</p>	
<p>Project’s General Objective</p>	<p>To develop a Project Management Plan for the Parent Development Forum (PDF) – Locked Parent Empowerment Project in Nevis to be used by the Department of Education, Nevis Island Administration.</p>
<p>Project’s Specific Objectives</p>	<p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To create a Project Integration Management Plan which combines all components to create a unified and coordinated project. 2. To conduct a Scope Management Plan to facilitate the execution of

	<p>the Parent Development Forum (PDF) – Locked Parent Empowerment Project.</p> <ol style="list-style-type: none">3. To create a Schedule Management Plan which ensures that the project remains on schedule and that the project is completed within the preapproved time frame.4. To create a Cost Management Plan to ensure the efficient allocation and distribution of funds to the Parent Development Forum (PDF) – Locked Parent Empowerment Project.5. To develop a Quality Management Plan which sets the standards and criteria for the project.6. To develop a Resource Management Plan so that the resources can be effectively catered for and allocated.
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	<p>7. To create a Communications Management Plan to allow for efficient communication among all stakeholders.</p> <p>8. To create Risk Management Plan which mitigates potential risks to the Project Management Plan.</p> <p>9. To develop a Procurement Management Plan which outlines the expectations for procurement of resources needed for the project.</p> <p>10. To develop a Stakeholder Management Plan which facilitates the identification and subsequent involvement of all stakeholders.</p>
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Preliminary Scope

The project seeks to equip parents to support their children in the event that there is a resurgence in the COVID 19 pandemic or should any other pandemic or disaster arise which leads to interruptions in the teaching and learning processes. The support will take the form of a workshop which will be held in-person but will also be streamed to

allow persons who are unable to attend physically to join real time to do so.

Additionally, the content will be recorded and will be available for public viewing in the future through the Department of Education's Education Resource Center.

Requirements

The workshop should fulfill the following requirements:

1. Be parent friendly
 - Language and examples used should be clear to any parent, regardless of academic level and achievement
 - Examples given should be easily replicated at home with resources available at home
2. Be interactive/engaging
 - Use best practices in adult education to keep parents engaged.
 - Include multiple activities
 - Provide opportunities to practice and implement strategies
3. Last no longer than 3 hours
4. Take place after regular working hours
 - Should take place after 4:00 p.m. to allow parents the opportunity to attend without interrupting regular work schedules
5. Have needed resources available for parents
6. Have trained/experienced facilitators
 - Facilitators should have a minimum of 5 years experience in education
 - Facilitators should have a documented record of conducting parent

engagement sessions.

7. Have the requisite technological support and resources

- Internet access at the venue to allow for live streaming

8. Be advertised using various types media

9. Have a feedback mechanism for participants and facilitators

Assumptions


The following assumptions can be made as it relates to the PDF-Locked, Parent Empowerment Project Management Plan:

1. No factors will prevent the candidate from completing the assigned tasks.
2. All deadlines related to the development of the project will be met.
3. The candidate understands the expectations of the assignment and will execute as expected.
4. Supporting information to guide the development of the project will be readily available.
5. The candidate will have the

	<p>resources such as computer and Internet access to complete the plan.</p> <p>6. The tutor(s) will be responsive to the candidate and will do so in a timely manner.</p>
<p>Constraints</p>	<p>The following constraints can have direct implications of the successful completion of the project:</p> <ol style="list-style-type: none"> 1. The candidate may not have sufficient time to complete the requirements due to work constraints. 2. The established time-frame as set is very short. 3. There is only one person working on the Project Management Plan as opposed to an entire project team.
<p>Preliminary Risks</p>	<p>The following preliminary risks have been identified:</p>

	<ol style="list-style-type: none"> 1. If the candidate does not complete the requisite coursework on time, then the project plan would not be completed. This will directly impact time and scope. 2. If the tutors are not responsive and timely, then the candidate may not submit the caliber of work which is expected. This will directly impact quality and time. 3. If proper time management measures are not implemented, then the candidate may miss submission of deliverables. This will impact quality and time. 		
Budget			
Cost Estimate	\$3000.00 USD		
Cost Baseline	\$3400.00 USD		
Total Cost	\$3550.00 USD		
Milestones			
Activity	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Start Date</td> <td style="width: 50%; text-align: center;">End Date</td> </tr> </table>	Start Date	End Date
Start Date	End Date		

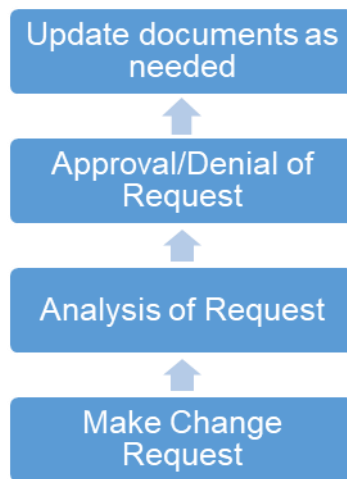
Create Project Integration Management Plan	February 7, 2022	February 14, 2022
Create Project Scope Management Plan	February 14, 2022	February 21, 2022
Create Project Schedule Management Plan	February 21, 2022	February 28, 2022
Create Project Cost Management Plan	February 28, 2022	March 7, 2022
Create Project Quality Management Plan	March 7, 2022	March 14, 2022
Create Project Resource Management Plan	March 14, 2022	March 21, 2022
Create Project Communication Management Plan	March 21, 2022	March 28, 2022
Create Project Risk Management Plan	March 28, 2022	April 4, 2022
Create Project Procurement Management Plan	April 4, 2022	April 6, 2022
Create Project Stakeholder Management Plan	April 6, 2022	April 9, 2022
Terms of Reference	April 9, 2022	April 11, 2022
Venue	April 11, 2022	April 14, 2022
Marketing	April 14, 2022	April 18, 2022
Presenter Preparation	April 18, 2022	April 24, 2022
Materials	April 24, 2022	May 5, 2022

Live Stream and Recording	May 5, 2022	May 9, 2022
Stakeholders	Direct stakeholders:	
	<ul style="list-style-type: none"> Zahnela Claxton (Project Manager), Department of Education, principals, teachers, parents and guardians, Caribbean Development Bank 	
Project Manager ZAHNELA D. CLAXTON	Indirect stakeholders:	
	<ul style="list-style-type: none"> Media, Community members, family members of candidate 	
Authorized by	Signature	
		

4.1.2 Change Management Process

Any changes to the project charter must go through the change management process. The request for a change can be made by any project stakeholder. The change can be made by submitting the change request. Based on the submission, the project manager will analyze the change, starting with the justification provided and conducting additional background checks, if needed. Following this process, the project manager will either accept or deny the request. Should the project manager meet an impasse, the request may be escalated to the sponsor for input or a final decision. The acceptance or denial of the change will then be documented. If approved, the change will be implemented and the project documents updated to reflect the change.


Figure 4
PDF-Locked Change Management Process



Note. Source: Author of Study

4.2 SCOPE MANAGEMENT PLAN – PDF LOCKED PARENT EMPOWERMENT PROGRAMME

DOCUMENT TRACKING SCOPE MANAGEMENT PLAN

			
GENERAL INFORMATION			
Document Author		Zahnela Claxton	
Document Owner		SparkED	
Project Title		PDF LOCKED PARENT EMPOWERMENT PROGRAMME	
Project Manager		Zahnela Claxton	
Issue Date		April 7, 2022	
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<p>In order to make changes to the document, approval must be given by the persons below. Approved changes to date are listed below.</p>			
Version	Issue Date	Changes	
1.0	April 7, 2022	Initial version of the document	
APPROVALS			
Name	Role	Signature	Date
	Project Sponsor		
Zahnela Claxton	Project Manager		

4.2.1 Introduction

The Scope Management Plan for the PDF LOCKED PARENT EMPOWERMENT PROGRAMME provides the framework for the scope of the project. This framework will ensure that all of the required work is captured and that any work which does not align with the scope is mitigated. The plan includes the following scope management processes as outlined in the PMBOK (2017): Plan Scope Management, Collect Requirements, Define Scope, Create the Work Breakdown Structure, Validate Scope and Control Scope.

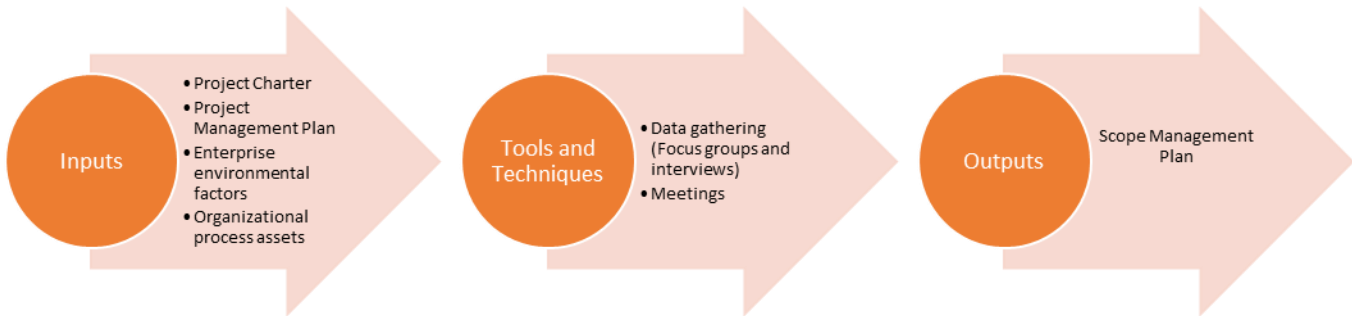
The current, post COVID 19, climate dictates that mechanisms be put in place to support parents as they provide an enabling environment for their children's continued academic success while measures are implemented to minimize existing academic gaps.

4.2.2 Scope Management Approach

The Project Scope Management Plan will follow the adaptive or agile approaches to manage the project. The scope management plan for this project is the responsibility of the project manager, supported by the project management team with collaboration from the project sponsor and the project steering committee. The plan will include the project scope statement, Work Breakdown Structure, approval and maintenance of the scope baseline and scope acceptance criteria. Should there be any proposed changes, these changes can be shared by the project stakeholders who are working intimately with the project. These changes will be evaluated by the project manager who will in turn communicate whether the requested change is accepted or not, with the requisite justification and update the project documents accordingly. Changes in the cost or schedule must receive final approval from the project sponsor. The inputs, tools and techniques for the Scope Management Plan are included below.

Figure 5

Development of the Scope Management Plan



Note. Adapted from the Project Management Body of Knowledge, 2017, p. 134

4.2.3 Scope Definition

The Project Management Body of Knowledge (2017) defines define scope as the process of developing a detailed project description of the project and product. The PDF LOCKED Parent Empowerment Programme is designed to provide parents with the necessary supports to engage their children with their academics while at home. The plan allows for capacity building and resource allocation and provision. The project’s deliverables were created through a collaborative approach with inputs from the various stakeholders. The creation of robust documents which drive the various aspects of the project management plan would provide an opportunity for the effective implementation of the PDF LOCKED Parent Empowerment Programme.

4.2.4 Project Scope Statement

The project’s scope statement describes the project scope, major deliverables, assumptions and constraints. This statement will serve as a guide for the project manager, steering committee and other key stakeholders as the project is implemented.

Chart 7*Project Scope Statement*

(Source: Author of Study, 2022)

Project Name	PDF LOCKED Parent Empowerment Programme Project Management Plan
Project Sponsor	Caribbean Development Bank
Project Manager	
Approval Date	
Last Revision Date	
Scope Description	In Scope <ul style="list-style-type: none">Project Management Plan which includes the plan for scope, schedule, cost, resource, communication, risk, procurement and stakeholder management.
	Out of Scope <ul style="list-style-type: none">Support for any other projects
Project Deliverables	The major deliverable for this project is the project management plan which would guide the implementation of the PDF LOCKED Parent Empowerment Programme. The project management plan should include the plan for scope, schedule, cost, resource, communication, risk, procurement and stakeholder management.
Acceptance Criteria	The project will be accepted when <ul style="list-style-type: none">All of the outlined components of the project management plan are completed which include the plan for scope, schedule, cost, resource, communication, risk, procurement and

	<p>stakeholder management</p> <ul style="list-style-type: none"> • The document has been signed as approved by the project sponsor
Constraints	<p>Time needed to complete the project management plan in the face of competing activities.</p> <p>Absence of project management templates, frameworks or mechanisms within the Department of Education</p>
Assumptions	<p>The project sponsor, project manager and steering committee will be available to co-create and make meaningful contributions to the project management plan.</p>

4.2.5 Project Requirements and Acceptance Criteria

The requirements for the project are listed and reflect the major aspects of the project. The corresponding acceptance criteria is also shared.

Chart 8

Project Requirements and Acceptance Criteria

(Source: Author of Study, 2022)

Project Requirements	Acceptance Criteria
Project Management Plan	
All plans should be completed	Completed plans for: <ul style="list-style-type: none"> • Project Integration Mangement • Project Scope Management • Project Time Management • Project Cost Management • Project Resource Management • Project Resource Management • Project Communication Management • Project Risk Management • Project Procurement Management • Project Stakeholder Management
Terms of Reference	
Should be clearly written Should contain the relevant sections	Document is void of ambiguous language Document contains a minimum of the following sections: Background, Objectives, Scope of Services, Expected Outputs, Experience, Deliverables, Tme Frames, Reporting, Application Pocess

Contracts	
Should be clearly written Should be meet standards of the Legal Department of the Nevis Island Administration	Document is void of ambiguous language Document is approved by the Legal Department of the Nevis Island Administration
Presenters	
Should be experienced Should be abreast of best practices in Adult Education Should be engaging and interactive Should have technology skills	Presenters have a minimum of 5 years classroom experience. Presenters demonstrate the experience or potential to apply best practices in Adult Education Presenters demonstrate experience in planning and executing engaging and interactive lessons or sessions. Presenters demonstrate skills in Powerpoint or other presentation software.
Actors	
Should be available Should be open-minded	Actors' schedules allow for attendance at meetings and sessions. Actors receive and follow instructions without resistance.
Venue	
Should be spacious Should be affordable Should be accessible Should be available Should have stable internet access	Venue should allow for physical distancing and should be able to seat 50 participants. Venue costs no more than \$350.00 XCD daily.

	<p>Venue can be accessed by public transportation.</p> <p>Venue is close to the island's capital.</p> <p>Venue is available for meeting and workshop dates.</p> <p>Internet access allows for uninterrupted streaming of workshop.</p>
Marketing	
Digital Flyers	
<p>Digital Flyers should be attractive.</p> <p>Digital flyers should be shareable on various platforms.</p>	<p>Font size and style is clear to the reader.</p> <p>Flyer has a minimum of 3 colors.</p> <p>A minimum of 3 graphics/images are included.</p> <p>Digital flyers are saved as JPEG or PNG files.</p> <p>Design allows organizers to share on social media.</p> <p>Maximum file size of 8.5x11 inches</p>
Parent Letters	
<p>Should clearly explain the project</p> <p>Should be shared with the schools on time</p>	<p>Language targets parents who are average or below average academically.</p> <p>Documents shared with the schools no later than 2 weeks prior to the start of the first workshop</p>
Interviews	
<p>Should be timely</p> <p>Should clearly explain the project</p> <p>Should generate interest in the workshop</p>	<p>Interviews commence no later than 3 weeks prior to the workshop.</p> <p>Language is simple enough to be understood by any parent</p>

	<p>Are engaging</p> <p>Allow for call ins so that presenter can respond to questions</p>
Presenter Preparation	
<p>Presenter meeting should be timely</p> <p>Presenter content should be reviewed/vetted</p> <p>Rehearsals should be pre-scheduled</p>	<p>Meeting are held a minimum of one month before the vetting process to allow presenters to finalize content.</p> <p>Content is vetted a minimum of 2 weeks prior to the workshop.</p> <p>Rehearsals are scheduled so that all parties can be present.</p>
Materials	
<p>Should be accessible</p> <p>Should be affordable</p>	<p>Materials are readily available at most homes.</p> <p>Materials cost no more than \$20.00 XCD so that parents can purchase, if needed.</p>
Live Stream and Recording	
<p>Should be at a high video quality</p> <p>Should have clear audio</p> <p>Should remain stable and connected</p> <p>Should be accessible</p>	<p>Video is minimum of 4K resolution</p> <p>Audio is void of echoes and is not muffled.</p> <p>Internet has a minimum upload of 300 Mbps</p> <p>Video is available on social media/streaming sites.</p> <p>Video is available at the Education Resource Center.</p>
Workshops	
<p>Should not be too long</p> <p>Should be interactive</p>	<p>Maximum duration is 3 hours</p> <p>Alternating lecture style and activities</p>

Should have a feedback mechanism	Maximum of 15 minutes for lecture/presentation blocks Feedback form is shared with all participants.
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Chart 9

Requirement Traceability Matrix

(Source: Author of Study, 2022)

ID	WBS	Description	Acceptance Criteria	Priority	Requested by	Responsible	Status/Comments
1	1	Project Management Plan	Completed plans for: <ul style="list-style-type: none"> • Project Integration Management • Project Scope Management • Project Time Management • Project Cost Management • Project Resource Management • Project Resource 	High	Project Manager	Project Manager, Project Steering Committee	

			<p>Management</p> <ul style="list-style-type: none"> • Project Communication Management • Project Risk Management • Project Procurement Management • Project Stakeholder Management 				
2	2	Terms of Reference should be clearly written	Document is void of ambiguous language	High	Project Manager	Steering Committee	
3	2	Terms of Reference should contain the relevant sections	Document contains a minimum of the following sections – background, objectives, scope of	High	Project Manager	Steering Committee	

			services, expected outputs, experience, deliverables, time frames, reporting, application process				
4	2	Contracts should be clearly written.	Document is void of ambiguous language.	High	Project Manager	Steering Committee	
5	2	Contracts should be meet standards of the Legal Department of the Nevis Island Administration.	Document is approved by the Legal Department of the Nevis Island Administration.	High	Project Sponsor	Legal Department	
6	2.1	Presenters should be experienced.	Presenters have a minimum of 5 years classroom experience.	High	Project Manager	Education Officers	
7	2.1	Presenters should be abreast of best practices in Adult Education.	Presenters demonstrate the experience or potential to apply best practices in	Medium	Project Manager	Education Officers	

			Adult Education.				
8	2.1	Presenters should be engaging and interactive.	Presenters demonstrate experience in planning and executing engaging and interactive lessons or sessions.	High	Project Manager	Education Officers	
9	2.1	Presenters should have technology skills.	Presenters demonstrate skills in Powerpoint or other presentation software.	Medium	Project Manager	Education Officers	
10	2.2	Actors should be available.	Actors' schedules allow for attendance at meetings and sessions.	High	Project Manager	Education Officers	
11	2.2	Actors should be open minded.	Actors receive and follow instructions without resistance.	High	Project Manager	Education Officers	
12	3	Venue should be spacious.	Venue should allow for physical	High	Project Manager	Steering Committee	

			distancing.				
13	3.1	Venue should be affordable.	Venue costs no more than \$350.00 XCD daily.	High	Project Manager	Steering Committee	
14	3.1	Venue should be accesible.	Venue can be accessed by public transportation. Venue is close to the island's capital.	High	Project Manager	Steering Committee	
15	3.1	Venue should be available.	Venue is available for meeting and workshop dates.	High	Project Manager	Steering Committee	
16	3.1	Venue should have stable internet access.	Internet access allows for uninterrupted streaming of workshop.	High	Project Manager	Steering Committee	
17	3.2	Venue should have procedure for booking	Application form and contract are	Medium	Project Manager	Steering Committee	

			available				
18	3.3	Venue should have a floor plan.	Floor plan accommodates a minimum of 50 participants.	High	Project Manager	Steering Committee	
19	4.1	Digital flyers should be attractive.	Font size and style is clear to the reader Flyer has a minimum of 3 colors A minimum of 3 graphics/images are included.	High	Project Manager	Steering Committee	
20	4.1	Digital flyers should be shareable on various platforms.	Digital flyers are saved as JPEG or PNG files. Design allows organizers to share on social media. Maximum file size of 8.5x11 inches.	High	Project Manager	Steering Committee	
21	4.2	Parent Letters should clearly explain the	Language targets parents who are	High	Project Manager	Education Officers	

		project.	average or below average academically.				
22	4.2	Parent letters should be shared with the schools on time.	Documents shared with the schools no later than 2 weeks prior to the start of the first workshop.	High	Project Manager	Education Officers	
23	4.4	Radio interviews should be timely.	Interviews commence no later than 3 weeks prior to the workshop.	High	Project Manager	Steering Committee	
24	4.4	Radio Interviews should clearly explain the project.	Language is simple enough to be understood by any parent.	High	Project Manager	Steering Committee	
25	4.4	Radio Interviews should generate interest in the workshop.	Are engaging and allow for call-ins so that presenter can respond to questions.	High	Project Manager	Steering Committee	
26	4.5	Television interviews	Interviews	High	Project	Steering	

		should be timely.	commence no later than 3 weeks prior to the workshop.		Manager	Committee	
27	4.5	Television interviews should clearly explain the project.	Language is simple enough to be understood by any parent.	High	Project Manager	Steering Committee	
28	4.5	Television interviews should generate interest in the workshop.	Are engaging Allow for call ins so that presenter can respond to questions.	High	Project Manager	Steering Committee	
29	5.1	Presenter meeting should be timely.	Meeting are held a minimum of one month before to allow presenters to finalize content.	High	Project Manager	Steering Committee	
30	5.2	Presenter content should be reviewed/vetted.	Content is vetted a minimum of 2 weeks prior to the workshop.	High	Project Manager	Education Officers	
31	5.3	Rehearsals should be	Rehearsals are			Steering	

		pre scheduled.	scheduled so that all parties can be present.			Committee	
32	6.1	Materials should be accesible.	Materials are readily available at most homes.	High	Project Manager	Steering Committee	
33	6.1	Materials should be affordable.	Materials cost no more than \$20.00 XCD so that parents can purchase, if needed.	High	Project Manager	Steering Committee	
34	7	Should be at a high video quality.	Video is minimum of 4K resolution.	High	Project Manager	Digital Resource Team	
35	7	Should have clear audio	Audio is void of echoes and is not muffled.	High	Project Manager	Digital Resource Team	
36	7	Should remain stable and connected	Internet has a minimum upload of 300 Mbps.	High	Project Manager	Digital Resource Team	
37	7	Should be accessible	Video is available on social	High	Project Manager	Digital Resource	

			media/streaming sites Video is available at the Education Resource Center.			Team	
38	7.2	Digital content should be completed	All digital content is completed no later than 3 days prior to the workshop.	High	Project Manager	Digital Resource Team	
39	7.3	Stream link should be circulated	Stream link is shared no later than one day prior to the workshop.	High	Project Manager	Digital Resource Team	
40	8.1	Workshop 1 should not be too long	Maximum duration is 3 hours.	High	Project Manager	Presenters	
41	8.1	Workshop 1 should be interactive.	Alternating lecture style and activities Maximum of 15 minutes for lecture/presentation.	High	Project Manager	Presenters	

			blocks				
42	8.1	Workshop 1 should have a feedback mechanism.	Feedback form is shared with all participants.	High	Project Manager	Steering Committee	
43	8.2	Workshop 2 should not be too long.	Maximum duration is 3 hours.	High	Project Manager	Presenters	
44	8.2	Workshop 2 should be interactive.	Alternating lecture style and activities Maximum of 15 minutes for lecture/presentation blocks.	High	Project Manager	Presenters	
45	8.2	Workshop 2 should have a feedback mechanism.	Feedback form is shared with all participants.	High	Project Manager	Steering Committee	

4.2.6 Roles and Responsibilities

There are key stakeholders who contribute to the scope management plan and executing scope management throughout this project. The roles and responsibilities of these stakeholders are outlined in this section. These individuals are integral in ensuring that the approved work is implemented and that no work is carried out which is not approved.

Chart 10

Scope Management Roles and Responsibilities

(Source: Author of Study, 2022)

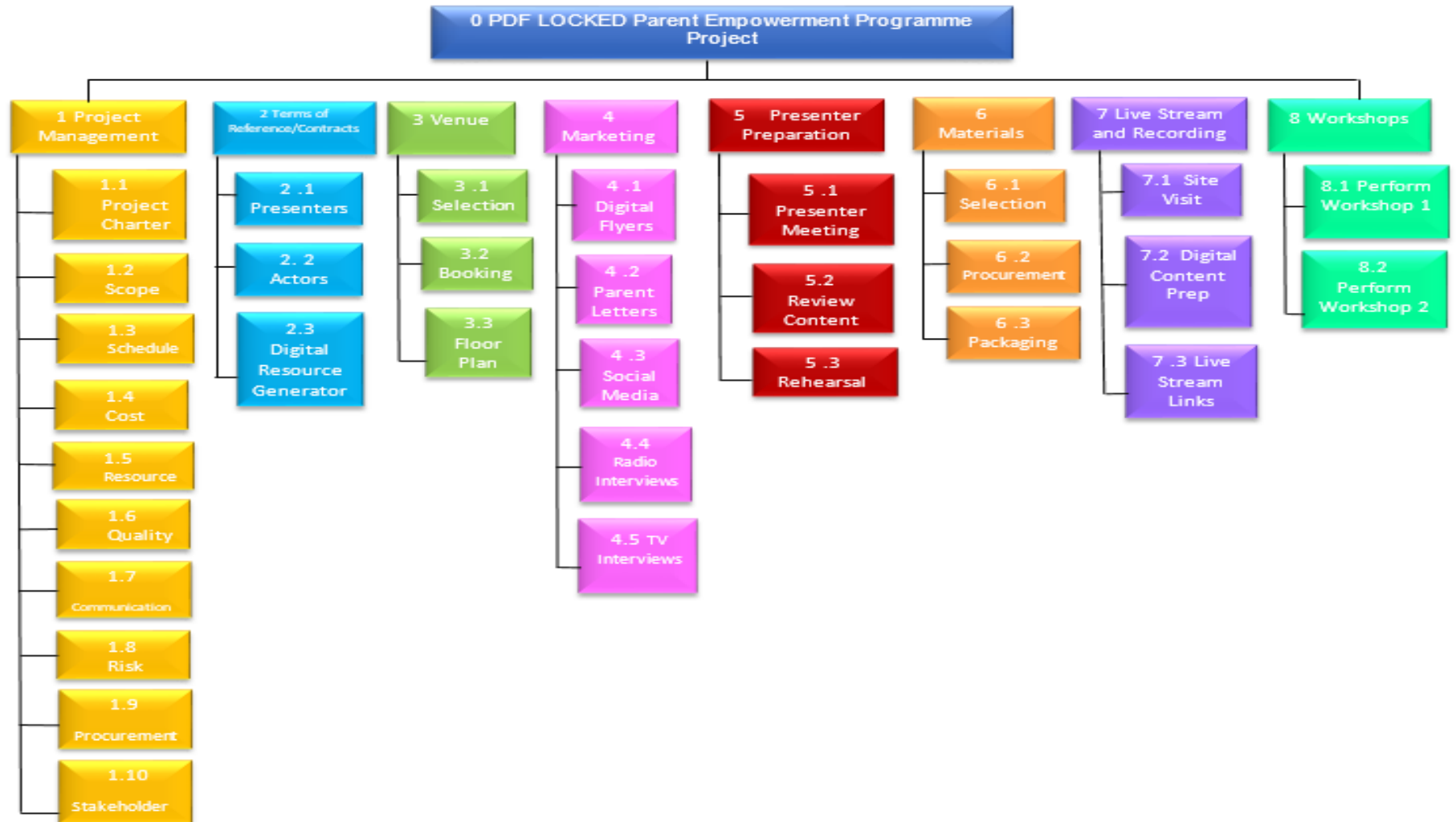
Role	Responsibilities
Project Sponsor	<ul style="list-style-type: none"> • Has general oversight of the project • Provides initial parameters for the project scope and participates in initial planning • Verifies project scope, ensuring that the scope are achievable and realistic • Supports the project manager in relation to scope clarification, managing progress and scope guidance. • Releases finances to fund the project • Interacts directly with the project manager • Approves or denies proposed scope changes • Governs escalation processes to be implemented when scope issues which are out of the project manager's reach • Establish communication mechanism for scope management • Tracks the progress of the project
Project Manager	<ul style="list-style-type: none"> • Defines scope and project specifications • Creates the Work Breakdown Structure • Outlines the success criteria based on guidelines and objectives provided • Leads meetings related to the project • Manages the change management process by facilitating

	<p>change requests</p> <ul style="list-style-type: none"> • Updates scope management plan following approved changes • Mitigates scope creep and alerts project sponsors of threats of scope creep • Writes the scope management plan • Communicates with all scope management stakeholders • Reviews reports from project steering committee and other stakeholders • Provides updates to the project sponsors • Escalates issues which cannot be resolved to the Project Sponsor
<p>Project Steering Committee</p>	<ul style="list-style-type: none"> • Assists the project manager to identify activities which align with project scope • Provide technical feedback on the potential impact of activities on the scope of the project • Provides reports and updates to the project manager • Attends meetings as scheduled by the project manager • Escalates issues to the project manager • Communicates with other stakeholders, as needed and directed • Provides support for school leaders
<p>Education Officers</p>	<ul style="list-style-type: none"> • Act as a liaison between the Steering Committee and Principals • Meet with the Project Steering Committee to receive and provide updates • Alert project steering committee of any threats to project scope • Monitor the project activities at the school level
<p>Principals</p>	<ul style="list-style-type: none"> • Lead in the implementation of any school level activity • Report updates to the school's assigned Education Officer. • Collect data related to the project scope

4.2.7 Work Breakdown Structure

The Work Breakdown Structure is the hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables (PMBOK, 2017). The Work Breakdown Structure for the project can be found below.

Figure 6
Work Breakdown Structure PDF Locked Project



Note. Source: Author of the Study, 2022

4.2.7.1 Work Breakdown Structure Dictionary

The Work Breakdown Structure Dictionary is a document that provides detailed deliverable, activity and scheduling information about each component of the WBS. The WBS Dictionary is created following input from various key stakeholders.

Chart 11

Work Breakdown Structure Dictionary

Source: Author of the Study, 2022

Level	WBS Code	Element Name	Description of Work	Deliverables	Resources	Budget
1	1	Project Management	Outlines plan for the PDF LOCKED Parent Empowerment Programme Project	Project Management Plan		
2	1.1	Project Charter	Create Project Charter for the PDF LOCKED Parent Empowerment Programme Project	Project Charter		
2	1.2	Scope Management	Develop Scope Management Plan which includes the scope statement, project requirements, project	Scope Management Plan		

			scope and scope inclusions			
2	1.3	Schedule Management	Develop a plan which outlines the time/schedule management of the project	Schedule Management Plan		
2	1.4	Cost Management	Develop a plan which speaks to the management of the project's finances	Cost Management Plan		
2	1.5	Resource Management	Outlines the resources needed to complete the project	Resource Management Plan		
2	1.6	Quality Management	Provides guidance for quality control during the project	Quality Management Plan		
2	1.7	Communication Management	Guides communication with all stakeholders connected to the project	Communication Management Plan		
2	1.8	Risk Management	Identifies and mitigates any potential risks which may arise during the	Risk Management Plan		

			project			
2	1.9	Procurement Management	Guides the acquisition of resources to realize the project	Procurement Management Plan		
2	1.10	Stakeholder Management	Guides interactions with various stakeholders	Stakeholder Management Plan.		
1	2	Terms of Reference	Outlines the expectations, scope of work and limitations for relevant stakeholders	Stakeholder Terms of Reference	Laptop Internet	
2	2.1	Presenters' TOR	Outlines the expectations, scope of work and limitations for presenters	Terms of Reference for Presenters	Laptop Internet	
2	2.2	Actors' TOR	Outlines the expectations, scope of work and limitations for actors	Terms of Reference for Actors	Laptop Internet	
2	2.3	Digital Resource Generator's TOR	Outlines the expectations, scope of work and limitations for digital resource generators	Terms of Reference for Digital Resource Generators	Laptop Internet	
1	3	Venue	Provides guidelines for the venue needed for the			

			project			
2	3.1	Selection	Outlines the expectations for the selection of the venue			
2	3.2	Booking	Book the venue and complete necessary paperwork to secure the venue	Signed Venue Application and Agreement		
2	3.3	Floor Plan	Guides the layout of the rooms for the events	Seating/Layout for the event		
1	4	Marketing	The marketing plan for the project's activities			
2	4.1	Digital Flyers	The creation of digital flyers which can be shared via different media	Digital Paraphernalia	Laptop Graphic Design Software	
2	4.2	Parent Letters	Correspondences which will share the nuances of the project with the affected parents	Parent Letter	Computer Printer/Photocopier	
2	4.3	Social Media	Using social media platforms to disseminate information related to the		Laptop Social Media accounts	

			project, including digital flyers			
2	4.4	Radio Interviews	Marketing the project and providing updates via local radio stations	Programme/Workshop Information		
2	4.5	TV Interviews	Marketing the project and providing updates via local radio television stations	Programme/Workshop Information		
1	5	Presenter Preparation	Providing guidelines for presenters			
2	5.1	Presenter Meeting	Forum to equip presenters with requisite resources and expectations to prepare for the workshop			
2	5.2	Review Content	Peruse and review the necessary content for the project.			
2	5.3	Rehearsal	Run through for the workshop presentation			
1	6	Materials	Identification and listing of materials needed to implement the project			

2	6.1	Selection	Selecting the materials which align with the needs for the programme			
2	6.2	Procurement	Making the necessary arrangements with the requisite vendors to acquire the materials needed			
2	6.3	Packaging	Placing the materials into bundles for dissemination to the parents/attendees	Parent Resource Packages	Pipe cleaners Play Dough Bottle caps Plastic bags Sealer	
1	7	Live Stream and Recording	Guidelines for the recording and live streaming of the workshop			
2	7.1	Site Visit	Visit the venue to ensure that requisite internet and networking are available and providing external support where needed			
2	7.2	Digital Content	Digital content will be	Powerpoints and		

		Preparation	used during and after the workshop to keep parents and guardians abreast	other digital content for parents		
2	7.3	Live Stream Links	Digital content creators will generate live stream links to be shared with virtual participants. Links will have the requisite thumbnails	Live Stream Links		
1	8	Workshops	Parent Empowerment sessions will be implemented			
2	8.1	Perform Workshop 1	The first parental workshop to provide support for the parents			
2	8.2	Perform Workshop 2	The workshop will be repeated to reach additional parents			

4.2.8 Scope Validation

Scope Validation is the process of formalizing acceptance of the completed project deliverables (PMBOK, 2017). In this project, the scope validation process will be done by the project manager and the project sponsor. The parties will review the acceptance criteria and sign a document which indicates the verification of the scope as outlined.

4.2.8.1 Scope Acceptance Criteria

Chart 12

Scope Acceptance Criteria

(Source: Author of Study)

The following requirements must be met for the project to be accepted as complete:

- All of the outlined components of the project management plan are completed which include the following:
 - The Scope Management Plan,
 - The Schedule Management Plan,
 - The Cost Management Plan,
 - The Resource Management Plan,
 - The Quality Management Plan,
 - The Communication Management Plan,
 - The Risk Management Plan,
 - The Procurement Management Plan,
 - The Stakeholder Management Plan

- All requirements outlined in the Requirements Traceability Matrix.

If any requirement is missing, please note here and do not check the box.

- The document has been signed as approved by the project sponsor.

Upon reviewing all documents and ascertaining that the Project Management Plan is complete, the Project Manager and Project Sponsor will sign off on the project plan.

Approved by:

PRINTED NAME

SIGNATURE

DATE

PROJECT SPONSOR

PRINTED NAME

SIGNATURE

DATE

PROJECT MANAGER

4.2.9 Scope Control

Scope control is the process of monitoring the status of the project and product scope and managing changes to the scope baseline. Throughout the project, the members of the steering committee, project manager and project sponsor will monitor the project to ensure alignment with the scope. Should there be any recommendations for further changes, the aforementioned individuals can make a request for change through the change request form below. This form will be submitted to the project manager for review. The project manager will return a decision of approved or denied. If needed, the project manager will discuss with the project sponsor ahead of communicating the decision.

Chart 13*Change Request Form*


(Source: Author of Study, 2022)

PROJECT CHANGE REQUEST	
Name of Project	
Request Initiated by	
Date Initiated	
Priority (select one)	<input type="checkbox"/> LOW <input type="checkbox"/> MEDIUM <input type="checkbox"/> HIGH
DETAILS OF REQUEST	
Description	
Justification	
Impact on	<input type="checkbox"/> Scope <input type="checkbox"/> Schedule <input type="checkbox"/> Cost <input type="checkbox"/> Communication <input type="checkbox"/> Stakeholders <input type="checkbox"/> Other _____
Effect on Deliverables	
Impact of not implementing the	

proposed change	
TO BE COMPLETED BY THE PROJECT MANAGER	
Decision	<input type="checkbox"/> Accept <input type="checkbox"/> Reject
Reason for the Decision	
Date	
Name (PRINT)	
Signature	

4.3 SCHEDULE MANAGEMENT PLAN – PDF LOCKED PARENT EMPOWERMENT PROGRAMME

DOCUMENT TRACKING
SCHEDULE MANAGEMENT PLAN

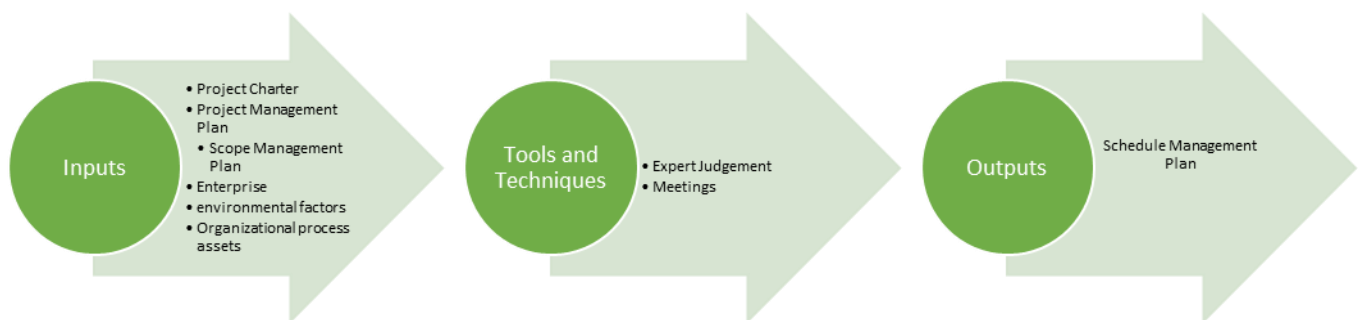
			
GENERAL INFORMATION			
Document Author	Zahnela Claxton		
Document Owner	SparkED		
Project Title	PDF LOCKED PARENT EMPOWERMENT PROGRAMME		
Project Manager	Zahnela Claxton		
Issue Date	April 9, 2022		
CHANGE CONTROL			
<p>In order to make changes to the document, approval must be given by the persons below. Approved changes to date are listed below.</p>			
Version	Issue Date	Changes	
1.0	April 9, 2022	Initial version of the document	
APPROVALS			
Name	Role	Signature	Date
	Project Sponsor		
Zahnela Claxton	Project Manager		

4.3.1 Introduction

Project Schedule Management is an integral part of any project. As such, a schedule Management Plan for the PDF-LOCKED Parent Empowerment Programme was established. The Project Management Body of Knowledge (2017) indicates that Project Schedule Management includes the processes related to manage the timely completion of the project. The processes associated with Project Schedule Management are plan schedule management, define activities, sequence activities, estimate activity durations, develop schedule and control schedule. These processes were fundamental in the development of the schedule for the PDF-LOCKED Parent Empowerment Programme and served to guide the creation of the plan. Due to the fact that the PDF-LOCKED Parent Empowerment Programme is considered a smaller project, defining, estimating and sequencing activities are considered to be a single process. This approach enables the process to be implemented over a short period of time and can be implemented by a single individual. In creating the schedule management plan, certain software applications were used to complete some of the processes. The software tools include Microsoft Excel and Microsoft Project. Additionally, the inputs, tools and techniques and outputs for the project are guided by the Project Management Body of Knowledge (2017) and can be seen in Figure 7 below.

Figure 7

Development of the Schedule Management Plan



Note. Adapted from the Project Management Body of Knowledge, 2017, p. 179

4.3.2 Roles and Responsibilities

In order for the schedule management plan and ultimately the project to be successful, key stakeholders must assume certain roles and responsibilities. The key stakeholders in the schedule management for the PDF-LOCKED Parent Empowerment Programme are the Project Sponsor, Project Manager and Steering Committee. The chart below outlines the roles and responsibilities of the key stakeholders.

Chart 14

Schedule Management Roles and Responsibilities

(Source: Author of Study, 2022)

PDF LOCKED PARENT EMPOWERMENT PROGRAMME	
Role	Responsibility
Project Sponsor	<ul style="list-style-type: none"> • Provides resources and feedback to the project manager in relation to the proposed schedule • Supports the Project Manager in ensuring that the project remains on schedule • Governs escalation processes to be implemented when scheduling issues which are out of the project manager's reach • Establishes communication mechanism for scope management • Tracks the progress of the project
Project Manager	<ul style="list-style-type: none"> • Ensures that the schedule management plan is communicated to key stakeholders • Monitors the project's progress • Ensures that tasks are completed as

	<p>scheduled</p> <ul style="list-style-type: none"> • Compares the actual performance of tasks against the scheduled performance • Manages the change management process by facilitating schedule change requests • Updates schedule management plan following approved changes
Steering Committee	<ul style="list-style-type: none"> • Supports the project manager in schedule management activities • Proposes changes to the project schedule, where necessary, using the change management form • Provides reports and updates to the project manager • Attends meetings as scheduled by the project manager • Escalates scheduling issues to the project manager

4.3.3 Project Duration

The estimated duration for the project is 82 days. Kramer, S. W. & Jenkins, J. L. (2006) posits that the sum of the activity duration is equivalent to the project’s duration. As such, any delays in the project would extend the duration of the project.

4.3.4 Activity List and Sequencing

Activities for the PDF-LOCKED Parent Empowerment Programme will be undertaken following a 90-day schedule. While some activities may happen simultaneously, others are reliant on the completion of a previous activity in order for the current activity to be considered complete. The chart below indicates the activity list and proposed sequencing.

Chart 15

Project Activities and Sequence

(Source: Author of Study, 2022)

ID	WBS	Activity	Duration	Start	Finish	Predecessors
1	0	PDF-LOCKED Parent Empowerment Programme Project	82 days	Feb. 7, 2022	May 27, 2022	
2	1	Project Management Plan	53 days	Feb. 7, 2022	April 9, 2022	None
3	1.1	Project Charter	6 days	Feb. 7, 2022	Feb. 13, 2022	
4	1.2	Scope	5 days	Feb. 15, 2022	Feb 20, 2022	3
5	1.3	Schedule	6 days	Feb. 21, 2022	Feb. 27, 2022	4
6	1.4	Cost	6 days	Feb. 28, 2022	March 6, 2022	5
7	1.5	Quality	6 days	March 7, 2022	March 13, 2022	6
8	1.6	Resource	6 days	March 14, 2022	March 21, 2022	7
9	1.7	Communication	6 days	March 21, 2022	March 28, 2022	8
10	1.8	Risk	6 days	March 28, 2022	April 3, 2022	9
11	1.9	Procurement	3 days	April 4, 2022	April 6, 2022	10
12	1.10	Stakeholder	3 days	April 7, 2022	April 9, 2022	11
13	2	Terms of Reference Selection and Contracts	7 days	April 9, 2022	April 18, 2022	
14	2.1	Presenters	7 days	April 9, 2022	April 18, 2022	

15	2.2	Actors	7 days	April 9, 2022	April 18, 2022	
16	2.3	Digital Resource Generator	7 days	April 9, 2022	April 18, 2022	
17	3	Venue	4 days	April 11, 2022	April 14, 2022	
18	3.1	Selection	2 days	April 11, 2022	April 12, 2022	
19	3.2	Booking	2 days	April 12, 2022	April 13, 2022	
20	3.3	Floor Plan	2 days	April 13, 2022	April 14, 2022	
21	4	Marketing	29 days	April 14, 2022	May 24, 2022	13,17
22	4.1	Digital Flyers	3 days	April 14, 2022	April 18, 2022	19
23	4.2	Parent Letters	3 days	April 19, 2022	April 21, 2022	22
24	4.3	Social Media	23 days	April 19, 2022	May 19, 2022	22
25	4.4	Radio Interviews	24 days	April 14, 2022	May 17, 2022	
26	4.5	Television Interviews	24 days	April 14, 2022	May 17, 2022	
27	5	Presenter Preparation	20 days	April 11, 2022	May 6, 2022	
28	5.1	Presenter Meeting	2 days	April 18, 2022	April 19, 2022	
29	5.2	Review Content	4 days	April 26, 2022	April 30, 2022	28
30	5.3	Rehearsal	3 days	May 3, 2022	May 5, 2022	
31	6	Materials	19 days	April 11, 2022	May 5, 2022	
32	6.1	Selection	4 days	April 11, 2022	April 14, 2022	
33	6.2	Procurement	4 days	April 15, 2022	April 20, 2022	32
34	6.3	Packaging	2 days	April 21, 2022	April 22, 2022	33,32
35	7	Live Recording and Streaming	26 days	April 13, 2022	May 18, 2022	

36	7.1	Site Visit	1 day	April 13, 2022	April 13, 2022	
37	7.2	Digital Content Preparation	14 days	April 13, 2022	May 2, 2022	
38	7.3	Live Stream Links	1 day	April 11, 2022	April 11, 2022	
39	8	Workshops	7 days	May 11, 2022	May 19, 2022	
40	8.1	Perform Workshop 1	1 day	May 11, 2022	May 11, 2022	
41	8.2	Perform Workshop 2	1 day	May 19, 2022	May 19, 2022	

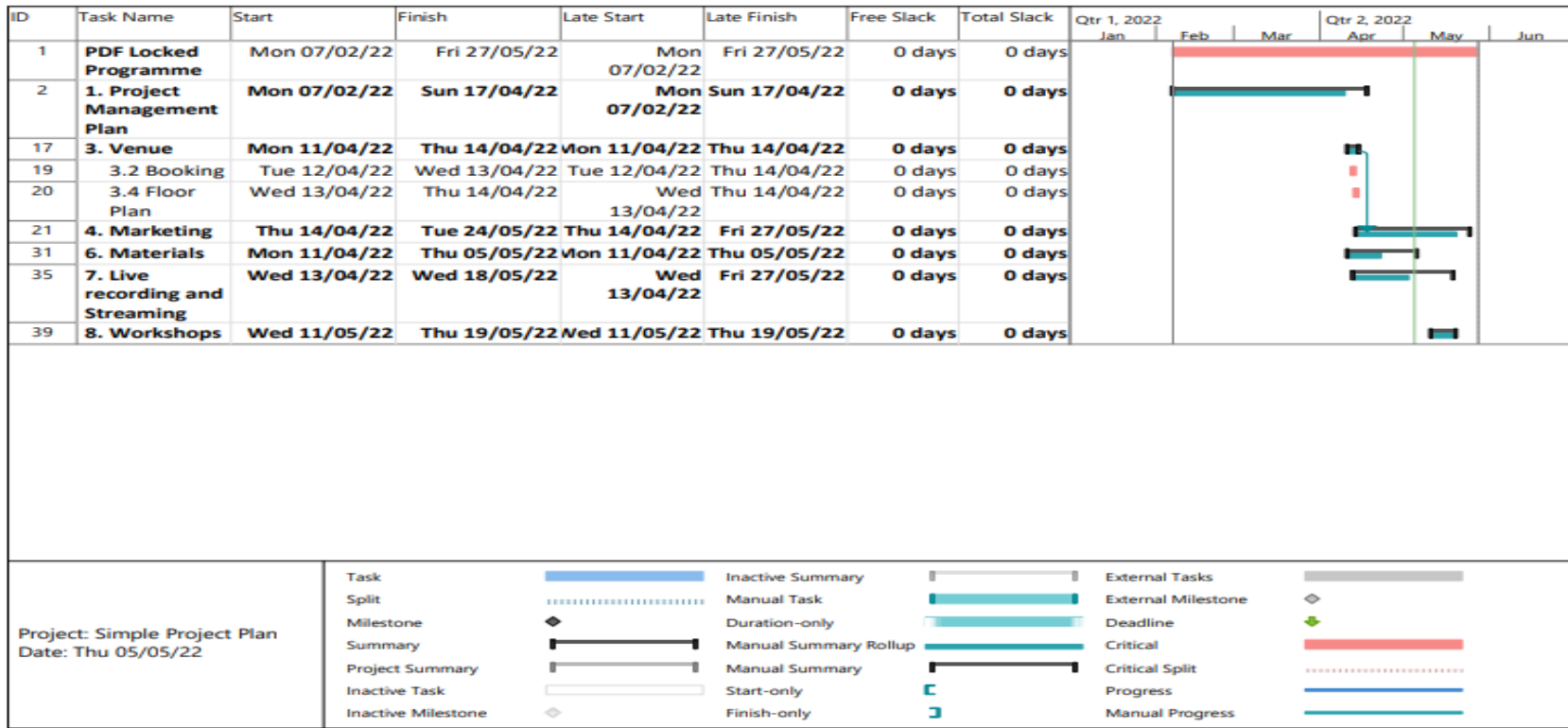
4.3.5 Critical Path

Kramer, S. W. & Jenkins, J. L. (2006) defines the critical path as the continuous string(s) of critical activities in the schedule between the start and finish of the project. A Gantt diagram was generated in Microsoft Projects to demonstrate the project's timeline and critical path. In the table, the proposed start and finish dates were entered. Additionally, to calculate the critical path, the late start and late finish dates were generated and are visible in Figure 8. Figures 9-11 show a schedule with multiple critical paths.

Project Schedule and Critical Path

Figure 8

Project Schedule and Critical Path - Gantt Diagram

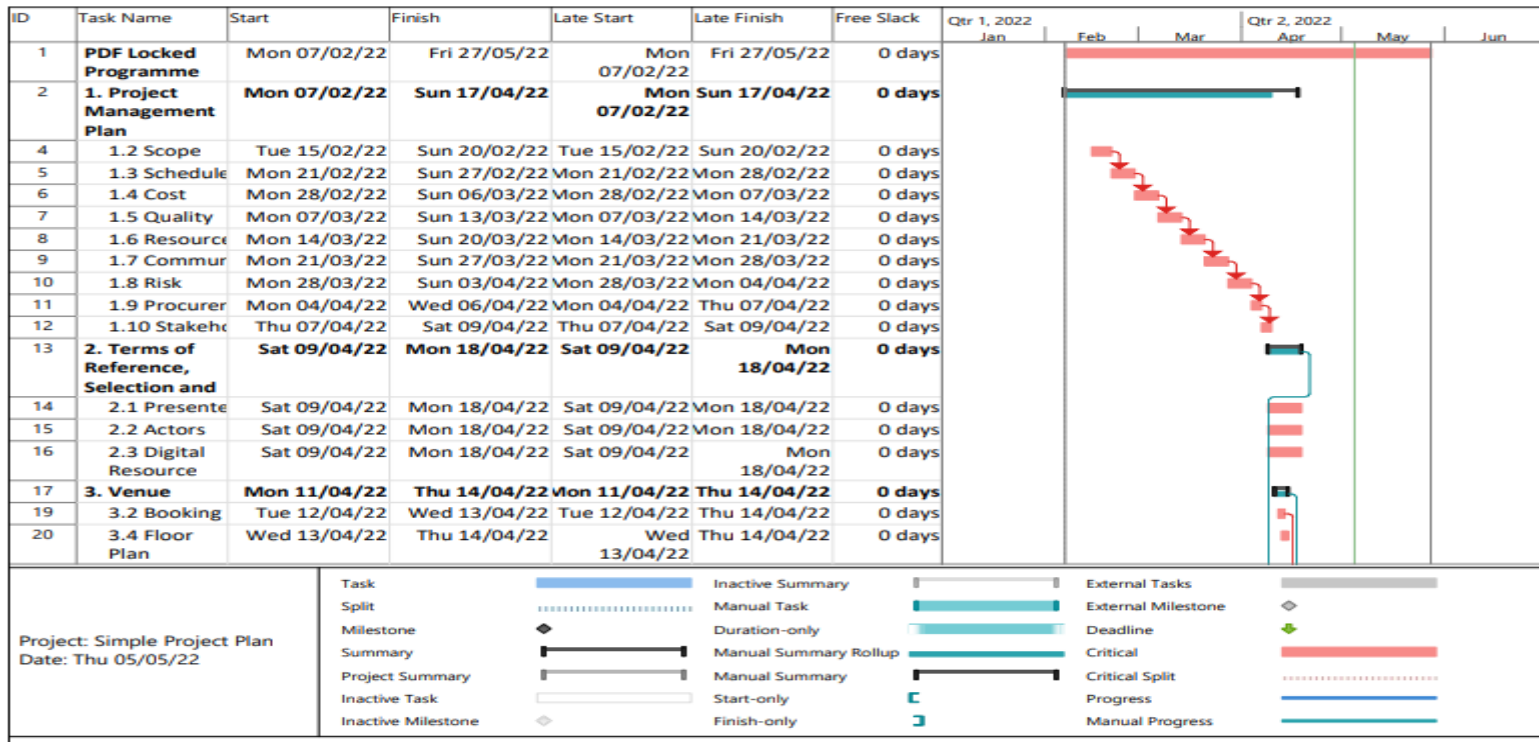


Note. Source: Author of Study, 2022

Project Schedule and Critical Path

Figure 9

Project Schedule with Multiple Critical Paths - Gantt Diagram page 1

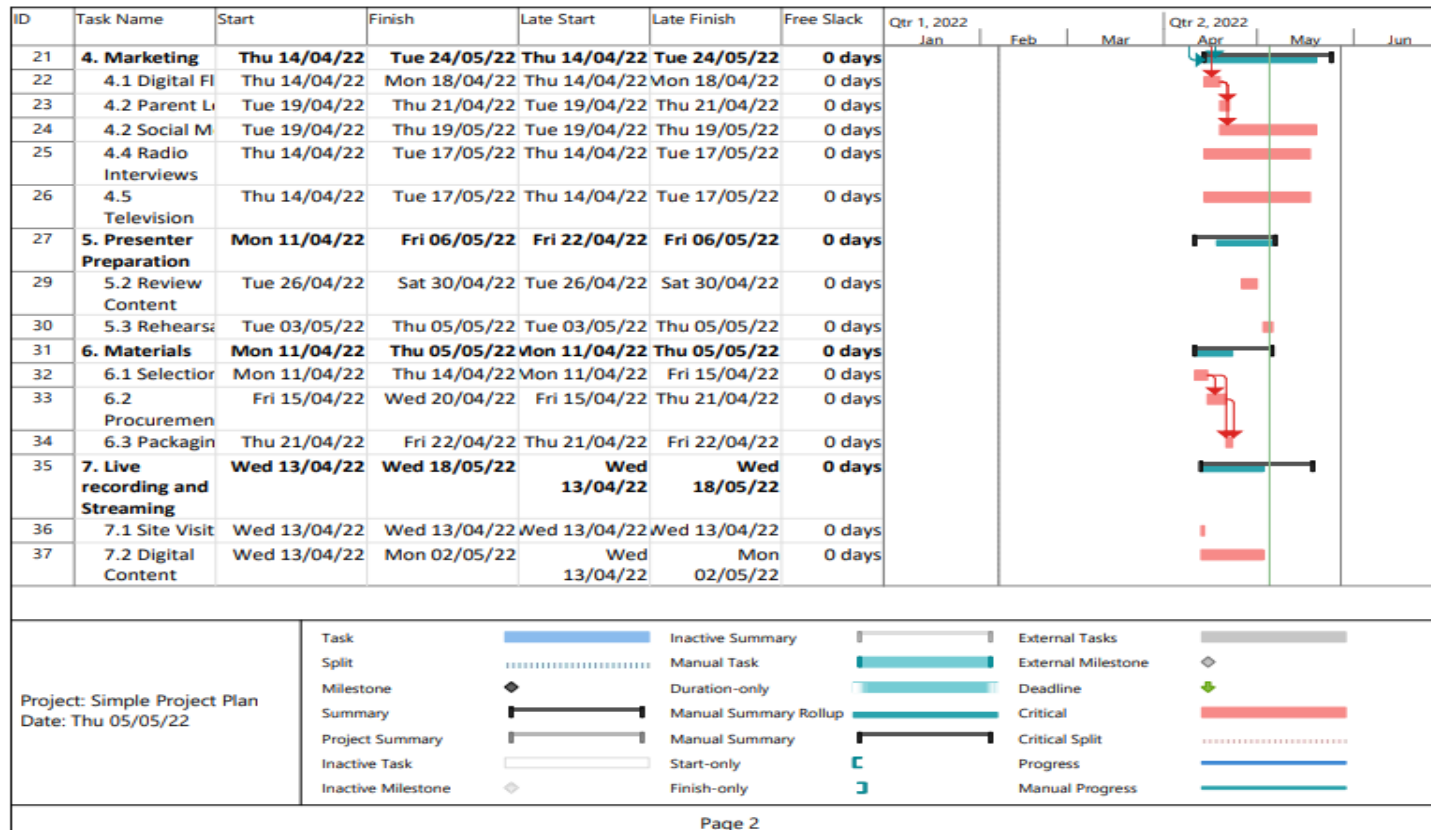


Note. Source: Author of Study, 2022

Schedule and Critical Path

Figure 10

Project Schedule with Multiple Critical Paths - Gantt Diagram page 2

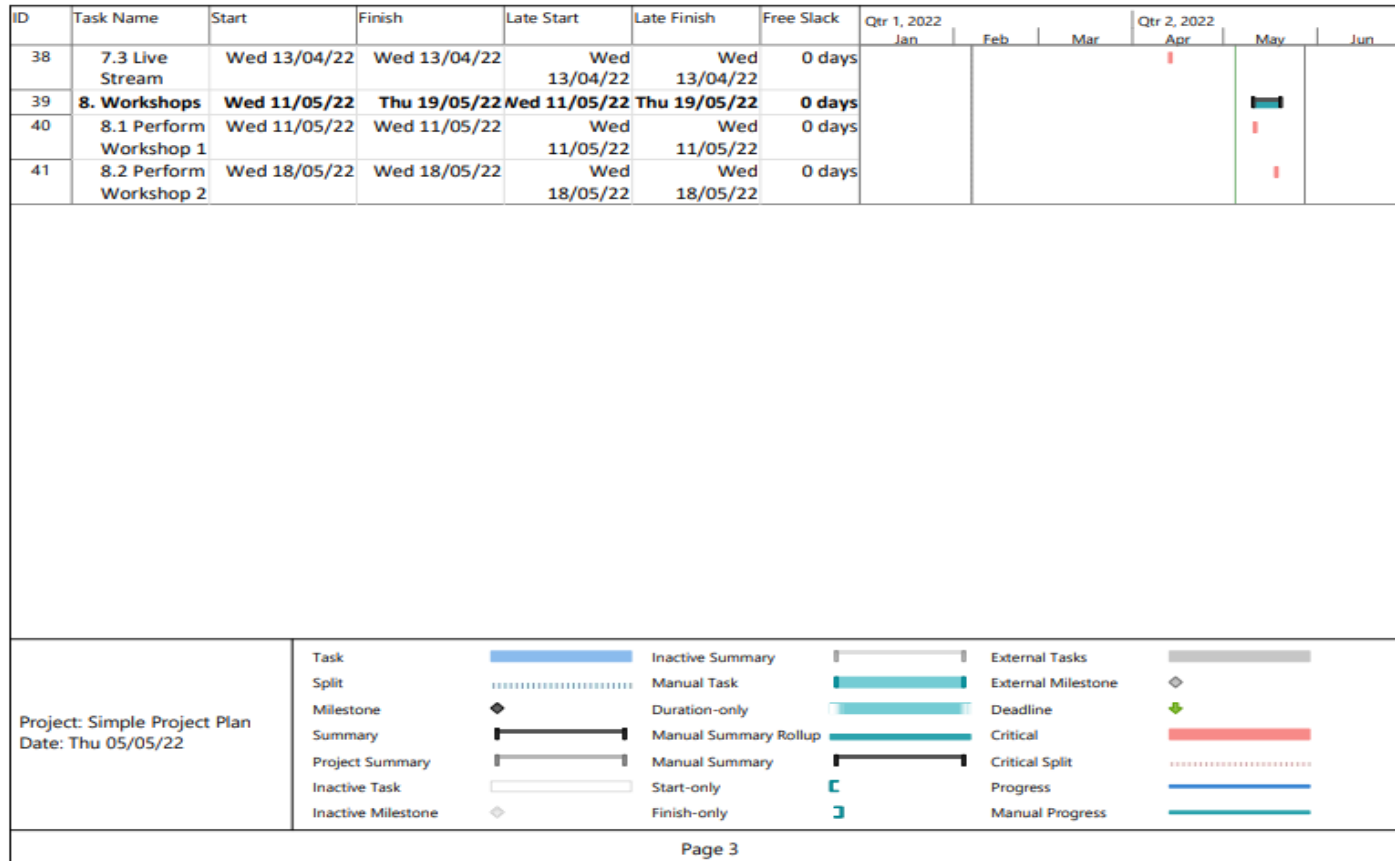


Note. Source: Author of Study, 202

Project Schedule and Critical Path

Figure 11

Project Schedule with Multiple Critical Paths - Gantt Diagram Page 3



Note. Source: Author of Study, 2022

4.3.6 Critical Tasks

The critical tasks are the activities in a project which cannot be allowed to slip. The critical task report was generated using MS projects.

Chart 16

Project Critical Tasks

(Source: Author of Study, 2022)

CRITICAL TASKS

A task is critical if there is no room in the schedule for it to slip.

[Learn more about managing your project's critical path.](#)

Name	Start	Finish	% Complete	Remaining Work	Resource Names
PDF Locked Programme	Mon 07/02/22	Fri 27/05/22	0%	0 hrs	
3.2 Booking	Tue 12/04/22	Wed 13/04/22	0%	0 hrs	
3.4 Floor Plan	Wed 13/04/22	Thu 14/04/22	0%	0 hrs	


■ Status: On Schedule ■ Status: Late

4.3.7 Control Change

Throughout the project, the key stakeholders, led by the project manager will monitor the project to ensure alignment with the schedule. Proposed changes to the project's schedule should go through the change management process. The stakeholder recommending the change would submit the change request form, as seen in Chart 13.

4.4 COST MANAGEMENT PLAN – PDF LOCKED PARENT EMPOWERMENT PROGRAMME

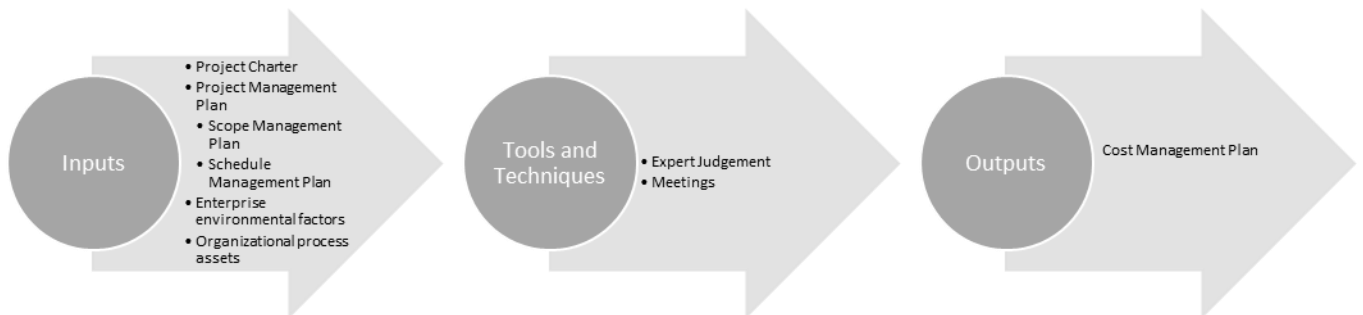
DOCUMENT TRACKING COST MANAGEMENT PLAN

			
GENERAL INFORMATION			
Document Author	Zahnela Claxton		
Document Owner	SparkED		
Project Title	PDF-LOCKED PARENT EMPOWERMENT PROGRAMME		
Project Manager	Zahnela Claxton		
Issue Date	April 16, 2022		
CHANGE CONTROL			
In order to make changes to the document, approval must be given by the persons below. Approved changes to date are listed below.			
Version	Issue Date	Changes	
1.0	April 16, 2022	Initial version of the document	
APPROVALS			
Name	Role	Signature	Date
	Project Sponsor		
Zahnela Claxton	Project Manager		

4.4.1 Introduction

The majority of projects have some form of cost associated with them. Sometimes the costs are minimal but as long as there are costs associated, a Cost Management Plan is important. Project Cost Management, according to the Project Management Body of Knowledge (2017), includes the processes involved in planning, estimating, budgeting, financing, funding, managing and controlling costs. The aim of Project Cost Management is to ensure that the project is completed within the approved budget. The Project Cost Management processes are as follows: plan cost management, estimate costs, determine budget and control costs. The plan cost management process is integral in shaping the Cost Management Plan. The plan cost management process outlines the inputs, tools and techniques and outputs. Figure 12 represents the development of the Cost Management Plan.

Figure 12
Development of the Cost Management Plan



Adapted from the Project Management Body of Knowledge, 2017, p. 235

4.4.2 Cost Management Approach

The Cost Management Plan for the PDF-LOCKED Parent Empowerment Programme will outline the plan for estimating, budgeting, managing and controlling costs. Financial support for the project will come through the support of the project's sponsor, the Caribbean Development Bank. As the sponsor, the proper management of funds is very important to the Caribbean Development Bank. As such, the expectation would be for the project manager to have oversight and to pay keen attention to the deployment of funds, ensuring that the project is completed within the approved budget.

4.4.3 Roles and Responsibilities

In developing a cost management plan, there are key stakeholders who are involved in the financial elements of the project. For the purposes of the PDF-LOCKED Parent Empowerment Programme, the stakeholders who would contribute to the development of the plan and the ultimate use of funds are the project sponsor, the project manager and to a lesser extent, the project steering committee. Chart 17 outlines the roles and responsibilities of these stakeholders in cost management.

Chart 17

Cost Management Roles and Responsibilities

(Source: Author of Study, 2022)

Role	Responsibilities
Project Sponsor	<ul style="list-style-type: none">• Lobbies for funding of project• Approves the project's proposed budget• Reviews project's financial reports.• Supports project manager in ensuring that the Cost Management Plan aligns with the sponsor's mission and vision• Provides guidance and non-

	<p>negotiable in relation to cost management</p> <ul style="list-style-type: none"> • Provides deadlines and targets for financial reports
<p>Project Manager</p>	<ul style="list-style-type: none"> • Leads the creation of the financial management plan • Assigns roles to Steering Committee members in relation to cost management • Compiles financial reports to be shared with the project sponsor • Reviews change requests • Approves change request for cost management in collaboration with the project sponsor • Ensures that the project remains on target for successful completion within budget • Escalates cost management related issues to the project sponsor, if necessary
<p>Steering Committee</p>	<ul style="list-style-type: none"> • Provides recommendations to the Project Manager in relation to costs of items to be procured, vendor costs, etc. • Submits quotes to project manager • Alerts project manager if there is any evidence that project is in danger of cost overruns

4.4.4 Project Cost Estimation

After gathering quotes for the various goods and services needed for the project, an initial estimate was generated for the project. Chart 18 includes the ID, Work Breakdown Structure, Task Name, Duration and Estimated Cost. Following the initial estimates, the contingency reserve was calculated. The contingency reserve deferred by deliverable. Terms of Reference, Selection and Contracts has a contingency reserve of 5%, Venue – 2%, Marketing – 10%, Presenter Preparation – 10%, Materials – 10%, Live recording and Streaming – 5% and Workshops – 10%. Chart 19 demonstrates the initial estimate and the contingency reserve. In order to complete the Estimated Budget, the management reserve had to be included. A management reserve of 5% was factored in. Chart 20 demonstrates the estimated budget which captures the initial estimate, contingency reserve and management reserve.

Chart 18

Baseline Cost of PDF Locked Programme

Source: Author of the Study, 2022

ID	WBS	Task Name	Duration	Cost
1	0	PDF-Locked Programme	82 days	
2	1	Project Management Plan	53 days	\$0.00
3	1.1	Project Charter	6 days	\$0.00
4	1.2	Scope	5 days	\$0.00
5	1.3	Schedule	6 days	\$0.00
6	1.4	Cost	6 days	\$0.00
7	1.5	Quality	6 days	\$0.00
8	1.6	Resource	6 days	\$0.00
9	1.7	Communication	6 days	\$0.00
10	1.8	Risk	6 days	\$0.00
11	1.9	Procurement	3 days	\$0.00
12	1.1	Stakeholder	3 days	\$0.00
13	2	Terms of Reference, Selection and	7 days	\$18,000.00

		Contracts		
14	2.1	Presenters	7 days	\$6,000.00
15	2.2	Actors	7 days	\$2,000.00
16	2.3	Digital Resource Generators	7 days	\$10,000.00
17	3	Venue	4 days	\$540.00
18	3.1	Selection	2 days	\$0.00
19	3.2	Booking	2 days	\$540.00
20	3.3	Floor Plan	2 days	\$0.00
21	4	Marketing	29 days	\$1,552.80
22	4.1	Digital Flyers	3 days	\$500.00
23	4.2	Parent Letters	3 days	\$1,000.00
24	4.3	Social Media	23 days	\$52.80
25	4.4	Radio Interviews	24 days	\$0.00
26	4.5	Television Interviews	24 days	\$0.00
27	5	Presenter Preparation	20 days	\$900.00
28	5.1	Presenter Meeting	2 days	\$300.00
29	5.2	Review Content	4 days	\$0.00
30	5.3	Rehearsal	3 days	\$600.00
31	6	Materials	19 days	\$6,000.00
32	6.1	Selection	4 days	\$0.00
33	6.2	Procurement	4 days	\$5,000.00
34	6.3	Packaging	2 days	\$1,000.00
35	7	Live recording and Streaming	26 days	\$3,000.00
36	7.1	Site Visit	1 day	\$0.00
37	7.2	Digital Content Preparation	14 days	\$3,000.00
38	7.3	Live Stream Links	1 day	\$0.00
39	8	Workshops	7 days	\$3,000.00
40	8.1	Perform Workshop 1	1 day	\$1,500.00
41	8.2	Perform Workshop 2	1 day	\$1,500.00
		Total Estimated Cost		\$32,992.80

Chart 19*Initial Estimate and Contingency Reserve*

Source: Author of Study, 2022

WBS	Deliverables	Cost (Initial Estimate)	Contingency Reserve	
			Percent	Value
1	Project Management Plan	\$0.00		
2	Terms of Reference, Selection and Contracts	\$18,000.00	5%	\$ 900.00
3	Venue	\$540.00	2%	\$ 10.80
4	Marketing	\$1,552.80	10%	\$ 155.28
5	Presenter Preparation	\$900.00	10%	\$ 90.00
6	Materials	\$6,000.00	10%	\$ 600.00
7	Live recording and Streaming	\$3,000.00	5%	\$ 150.00
8	Workshops	\$3,000.00	10%	\$ 300.00
		\$32,992.80	Total Reserve	\$2,206.08

Chart 20

Estimated Budget

Source: Author of the Study, 2022

Concept	Value
Initial Estimate	\$32,992.80
Contingency Reserve	2206.08
Baseline	\$35,198.88
Management Reserve	\$1,759.94
Budget	\$36,958.82

4.4.5 Earned Value Analysis

The Earned Value Analysis gives the pulse or general insight into the project. This tool is instrumental in assisting the project manager and project team to monitor the progress of the project. Through the use of the tool, the project manager can be guided to make decisions which will ensure the success of the project.

Figure 13: Earned Value Calculations Summary Table

Earned Value Analysis					
Abbreviation	Name	Lexicon Definition	How Used	Equation	Interpretation of Result
PV	Planned Value	The authorized budget assigned to scheduled work.	The value of the work planned to be completed to a point in time, usually the data date, or project completion.		
EV	Earned Value	The measure of work performed expressed in terms of the budget authorized for that work.	The planned value of all the work completed (earned) to a point in time, usually the data date, without reference to actual costs.	$EV = \text{sum of the planned value of completed work}$	
AC	Actual Cost	The realized cost incurred for the work performed on an activity during a specific time period.	The actual cost of all the work completed to a point in time, usually the data date.		
BAC	Budget at Completion	The sum of all budgets established for the work to be performed.	The value of total planned work, the project cost baseline.		
CV	Cost Variance	The amount of budget deficit or surplus at a given point in time, expressed as the difference between the earned value and the actual cost.	The difference between the value of work completed to a point in time, usually the data date, and the actual costs to the same point in time.	$CV = EV - AC$	Positive = Under planned cost Neutral = On planned cost Negative = Over planned cost
SV	Schedule Variance	The amount by which the project is ahead or behind the planned delivery date, at a given point in time, expressed as the difference between the earned value and the planned value.	The difference between the work completed to a point in time, usually the data date, and the work planned to be completed to the same point in time.	$SV = EV - PV$	Positive = Ahead of Schedule Neutral = On schedule Negative = Behind Schedule
VAC	Variance at Completion	A projection of the amount of budget deficit or surplus, expressed as the difference between the budget at completion and the estimate at completion.	The estimated difference in cost at the completion of the project.	$VAC = BAC - EAC$	Positive = Under planned cost Neutral = On planned cost Negative = Over planned cost
CPI	Cost Performance Index	A measure of the cost efficiency of budgeted resources expressed as the ratio of earned value to actual cost.	A CPI of 1.0 means the project is exactly on budget, that the work actually done so far is exactly the same as the cost so far. Other values show the percentage of how much costs are over or under the budgeted amount for work accomplished.	$CPI = EV/AC$	Greater than 1.0 = Under planned cost Exactly 1.0 = On planned cost Less than 1.0 = Over planned cost
SPI	Schedule Performance Index	A measure of schedule efficiency expressed as the ratio of earned value to planned value.	An SPI of 1.0 means that the project is exactly on schedule, that the work actually done so far is exactly the same as the work planned to be done so far. Other values show the percentage of how much costs are over or under the budgeted amount for work planned.	$SPI = EV/PV$	Greater than 1.0 = Ahead of schedule Exactly 1.0 = On schedule Less than 1.0 = Behind schedule
EAC	Estimate At Completion	The expected total cost of completing all work expressed as the sum of the actual cost to date and the estimate to complete.	If the CPI is expected to be the same for the remainder of the project, EAC can be calculated using: If future work will be accomplished at the planned rate, use: If the initial plan is no longer valid, use: If both the CPI and SPI influence the remaining work, use:	$EAC = BAC/CPI$ $EAC = AC + BAC - EV$ $EAC = AC + \text{Bottom-up ETC}$ $EAC = AC + [(BAC - EV)/(CPI \times SPI)]$	
ETC	Estimate to Complete	The expected cost to finish all the remaining project work.	Assuming work is proceeding on plan, the cost of completing the remaining authorized work can be calculated using: Reestimate the remaining work from the bottom up.	$ETC = EAC - AC$ $ETC = \text{Reestimate}$	
TCPI	To Complete Performance Index	A measure of the cost performance that must be achieved with the remaining resources in order to meet a specified management goal, expressed as the ratio of the cost to finish the outstanding work to the budget available.	The efficiency that must be maintained in order to complete on plan. The efficiency that must be maintained in order to complete the current EAC.	$TCPI = (BAC - EV)/(BAC - AC)$ $TCPI = (BAC - EV)/(EAC - AC)$	Greater than 1.0 = Harder to complete Exactly 1.0 = Same to complete Less than 1.0 = Easier to complete Greater than 1.0 = Harder to complete Exactly 1.0 = Same to complete Less than 1.0 = Easier to complete

Source: PMBOK (2017)

WBS	Task Name	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12	Wk 13	Wk 14	Wk 15	Wk 16
0	PDF Locked Programme	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.1	Project Charter	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.2	Scope	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.3	Schedule	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.4	Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.5	Quality	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.6	Resource	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.7	Communication	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.8	Risk	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.9	Procurement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.1	Stakeholder	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.1	Presenters	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.2	Actors	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.3	Digital Resource Generators	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.1	Selection	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.2	Booking	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$540.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.3	Floor Plan	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4.1	Digital Flyers	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4.2	Parent Letters	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4.3	Social Media	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$52.80	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4.4	Radio Interviews	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4.5	Television Interviews	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5.1	Presenter Meeting	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5.2	Review Content	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5.3	Rehearsal	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$600.00	\$0.00	\$0.00	\$0.00
6.1	Selection	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6.2	Procurement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6.3	Packaging	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7.1	Site Visit	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7.2	Digital Content Preparation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7.3	Live Stream Links	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

8.1	Perform Workshop 1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,500.00	\$0.00	\$0.00
8.2	Perform Workshop 2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,500.00	\$0.00
	Total Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$22,040.00	\$7,352.80	\$0.00	\$600.00	\$1,500.00	\$1,500.00	\$0.00
	PV Cum.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$22,040.00	\$29,392.80	\$29,392.80	\$29,992.80	\$31,492.80	\$32,992.80	\$32,992.80
		0	0	0	0	0	0	0	0	0	67	89	89	91	95	100	100

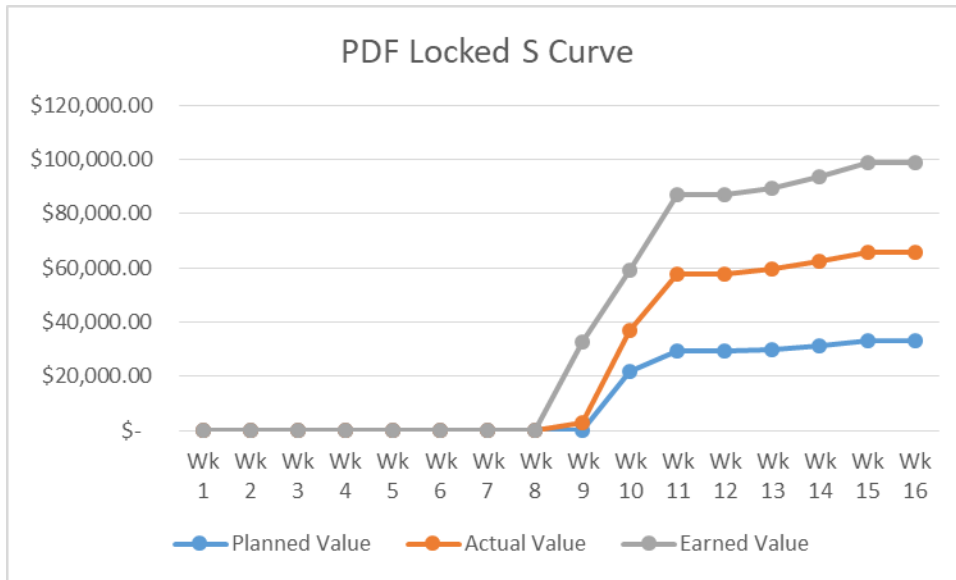
Chart 21: Planned Value
Source: Author of Study 2022

WBS	Task Name	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12	Wk 13	Wk 14	Wk 15	Wk 16
0	PDF Locked Programme	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.1	Project Charter	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.2	Scope	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.3	Schedule	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.4	Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.5	Quality	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.6	Resource	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.7	Communication	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.8	Risk	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.9	Procurement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1.10	Stakeholder	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.1	Presenters	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,000.00	\$3,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.2	Actors	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.3	Digital Resource Generators	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.1	Selection	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.2	Booking	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$540.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
3.3	Floor Plan	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4.1	Digital Flyers	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4.2	Parent Letters	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4.3	Social Media	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$52.80	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4.4	Radio Interviews	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4.5	Television Interviews	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5.1	Presenter Meeting	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5.2	Review Content	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5.3	Rehearsal	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$600.00	\$0.00	\$0.00	\$0.00
6.1	Selection	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6.2	Procurement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6.3	Packaging	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7.1	Site Visit	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7.2	Digital Content Preparation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$0.00	\$500.00	\$0.00	\$500.00	\$0.00

7.3	Live Stream Links	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8.1	Perform Workshop 1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,500.00	\$0.00	\$0.00
8.2	Perform Workshop 2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,500.00	\$0.00
	Total Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12,040.00	\$13,352.80	\$0.00	\$1,100.00	\$1,500.00	\$2,000.00	\$0.00
	Cum.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,000.00	\$15,040.00	\$28,392.80	\$28,392.80	\$29,492.80	\$30,992.80	\$32,992.80	\$32,992.80

Chart 22: Actual Value
Source: Author of Study (2022)

Figure 14: S Curve



Source: Author of Study (2022)

Chart 23: Earned Value Analysis Scenario 1

Source: Author of Study 2022

Scenario 1:

	Scenario 1
Index	Week 12
PV	\$29,392.80
AC	\$28,392.80
EV	29363.59
SV	-29.21
CV	970.79
SPI	0.99
CPI	1.03
EAC1	\$ 32,031.84
Project Duration	16 weeks
BAC	\$ 32,992.80

Explanations

1. Since the SV is less than zero, it is considered a negative result. This means that the project is delayed.
2. As the CV is positive, it is evident that at its current status, the project is spending less than planned.
3. The SPI indicates that the project is ahead of schedule since the SPI is greater than 1.
4. Considering that the CPI is greater than 1, the project is spending less than planned.
5. The EAC of \$32 031.84 indicates that if the project continues on the current trend, it will cost \$960.96 less than the originally planned amount.

Chart 24: Earned Value Analysis Scenario 2

Source: Author of Study (2022)

	Scenario 2
Index	Week 14
PV	\$31,492.80
AC	\$30,992.80
EV	\$ 31,343.16
SV (EV-PV)	-\$ 149.64
CV (EV-AC)	\$ 350.36
SPI (EV/PV)	1.00
CPI (EV/AC)	1.01
EAC1 (BAC/CPI)	\$ 32,624.00
Project Duration	16 weeks
BAC	\$ 32,992.80

Explanations

1. Since the SV is less than zero, it is considered a negative result. This means that the project is delayed.
2. As the CV is positive, it is evident that at its current status, the project is spending less than planned.
3. As the SPI is 1, that means that the project is advancing exactly as planned.
4. Considering that the CPI is greater than 1, the project is spending less than planned.
5. The EAC of \$32 624.00 indicates that if the project continues on the current trend, it will cost \$368.80 less than the originally planned amount.

4.4.6 Cost Management Plan Change Process

In order for any changes to be made to the Cost Management Plan, the change request form must be completed. Due to the nature of the Cost Management Plan, any changes must be approved by the project sponsor. As such, the project sponsor will review the document and provide the response which reflects the best interest of the project.

4.5 QUALITY MANAGEMENT PLAN – PDF LOCKED PARENT EMPOWERMENT PROGRAMME

DOCUMENT TRACKING QUALITY MANAGEMENT PLAN



GENERAL INFORMATION

Document Author	Zahnela Claxton
Document Owner	SparkED
Project Title	PDF-LOCKED PARENT EMPOWERMENT PROGRAMME
Project Manager	Zahnela Claxton
Issue Date	April 22, 2022

CHANGE CONTROL

In order to make changes to the document, approval must be given by the persons below. Approved changes to date are listed below.

Version	Issue Date	Changes
1.0	April 22, 2022	Initial version of the document

APPROVALS

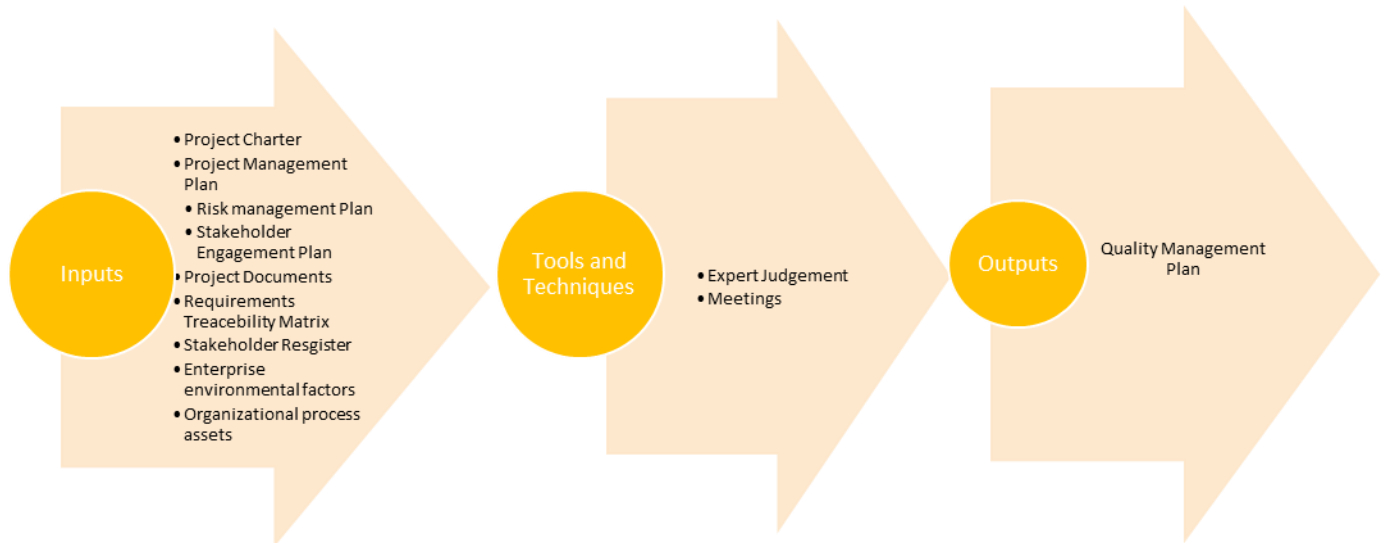
Name	Role	Signature	Date
	Project Sponsor		
Zahnela Claxton	Project Manager		

4.5.1 Introduction

Quality is important in every project. Project Quality Management, according to the Project Management Body of Knowledge (2017), includes the processes involved in planning, managing and controlling project and product quality requirements so that they can meet the stakeholders' objectives. Rose (2014) posits that quality is the fourth among equals in relation to the project triple constraint among time, cost and scope. He further explains, however, that quality make a trade off with quality during the project's implementation. The Project Quality Management processes are as follows: plan quality management, manage quality and control quality. The plan project quality management process, which is the first step in the Project Management Plan guides the management and verification of the project's quality throughout the project. The plan quality management process outlines the inputs, tools and techniques and outputs. Figure 13 represents the Development of the Cost Management Plan.

Figure 15

Development of the Quality Management Plan



Note. Adapted from the Project Management Body of Knowledge, 2017, p. 277

4.5.2 Quality Management Approach

For the PDF-LOCKED Parent Empowerment Programme, the quality management approach will commence with Defining Quality Requirements. Defining Quality Requirements will be done by the project manager after consulting with the project sponsor and the steering committee. The project manager will document the quality requirements and implement measures to continuously measure quality throughout the lifecycle of the project. As a foundational component of quality, the necessary training will be conducted for the presenters, actors and digital content generators prior to the date of the workshops. There will also be the review and vetting of content ahead of the workshop. The Terms of Reference and Contracts act as quality control mechanisms, restricting persons who are not qualified from playing the key roles in the project's implementation. Recommendations for quality improvements can be made by any key stakeholder and must be approved prior to implementation.

4.5.3 Roles and Responsibilities

The roles and responsibilities in the area of quality are shared across the key stakeholders. Rose (2014) states that project quality, although in the past project quality was the responsibility of one specific department in an organization or a specific stakeholder, project quality is now everyone's responsibility. As such, he further posits that those stakeholders cannot simply pass their responsibilities in relation to quality to other individuals.

Chart 25

Quality Management Roles and Responsibilities

(Source: Author of Study, 2022)

Role	Responsibility
Project Sponsor	<ul style="list-style-type: none">• Outlines the expectations for the project's quality and quality management plan• Supports the project manager in maintaining the quality expectations and requirements outlined for the project• Interacts directly with the project manager• Approves or denies proposed quality changes, or quality issues which are out of the project manager's reach• Provides support for internal and external quality audits for the project if and when necessary
Project Manager	<ul style="list-style-type: none">• Leads the process of creating the quality management plan• Communicates quality management plan and expectations to the key stakeholders• Communicates the plan for reporting quality related updates to stakeholders• Receives and reviews reports in relation to project quality• Schedules and leads internal quality audits• Ensures that project quality is upheld in all aspects of the project• Reviews change requests associated

	<p>with quality and takes the relevant action</p> <ul style="list-style-type: none"> • Updates quality documents, when needed
Project Steering Committee	<ul style="list-style-type: none"> • Assists the project manager with the creation of the quality management plan • Leads the process for the creation of the Terms of Reference and Contracts for external personnel • Ensures that the components of the quality management plan under their purview are conducted • Reports updates on quality to the project manager • Completes the change management form where there are recommendations for changes which affect quality
Workshop Presenters	<ul style="list-style-type: none"> • Attend presenter meeting • Ensure that presentations align with quality management expectations • Make adjustments as recommended by the steering committee and project manager • Attend scheduled rehearsals
Digital Content Generators	<ul style="list-style-type: none"> • Attend scheduled meetings and site visits • Ensure that digital documents align with quality management expectations • Make adjustments as recommended by the steering committee and project manager.

- | | |
|--|---|
| | <ul style="list-style-type: none">• Attend scheduled rehearsals |
|--|---|

4.5.5 Quality Assurance

Rose (2014) explains that a quality assurance plan should be created in order to document and effectively manage activities, which may be otherwise difficult to track. The basic components of the quality assurance plan are the work breakdown structure, statement of the requirement, statement of specification, description of the assurance activity, schedule information and designation of responsibility.

Chart 26

Quality Assurance Plan

Source: Author of the Study, 2022

ID	WBS	Description/ Requirement	Specification	Assurance Activity	Schedule	Responsible	Status/Comments
1	1	Project Management Plan	Completed plans for: <ul style="list-style-type: none"> • Project Integration Management • Project Scope Management • Project Time Management • Project Cost Management • Project Resource Management • Project Resource Management • Project Communication Management • Project Risk Management • Project Procurement Management 	Percentage/ level of completion should increase by no less than 10% at each reporting period, once initiated.	Weekly	Project Manager, Project Steering Committee	

			<ul style="list-style-type: none"> Project Stakeholder Management 				
2	2	Terms of Reference should be clearly written.	Document is void of ambiguous language.	Number of ambiguous words and phrases included after vetting at various levels	Twice by steering committee, once by project manager within one week of completing document	Steering Committee	

3	2	Terms of Reference should contain the relevant sections.	Document contains a minimum of the following sections: background, objectives, scope of services, expected outputs, experience, deliverables, time frames, reporting, application process	Number of mandatory sections included to date	Once by steering committee, once by project manager, no later than one week after completion.	Steering Committee	
4	2	Contracts should be clearly written.	Document is void of ambiguous language.			Steering Committee	
5	2	Contracts should be	Document is			Legal	

		meet standards of the Legal Department of the Nevis Island Administration.	approved by the Legal Department of the Nevis Island Administration.			Department	
6	2.1	Presenters should be experienced.	Presenters have a minimum of 5 years classroom experience.	High	Project Manager	Education Officers	
7	2.1	Presenters should be abreast of best practices in Adult Education.	Presenters demonstrate the experience or potential to apply best practices in Adult Education.	Medium	Project Manager	Education Officers	
8	2.1	Presenters should be	Presenters	High	Project	Education	

		engaging and interactive.	demonstrate experience in planning and executing engaging and interactive lessons or sessions.		Manager	Officers	
9	2.1	Presenters should have technology skills.	Presenters demonstrate skills in Powerpoint or other presentation software.	Medium	Project Manager	Education Officers	
10	2.2	Actors should be available.	Actors' schedules allow for attendance at meetings and sessions.	High	Project Manager	Education Officers	
11	2.2	Actors should be open minded.	Actors receive and follow instructions	High	Project Manager	Education Officers	

			without resistance.				
12	3	Venue should be spacious.	Venue should allow for physical distancing	High	Project Manager	Steering Committee	
13	3.1	Venue should be affordable.	Venue costs no more than \$350.00 XCD daily.	High	Project Manager	Steering Committee	
14	3.1	Venue should be accessible.	Venue can be accessed by public transportation Venue is close to the island's capital.	High	Project Manager	Steering Committee	
15	3.1	Venue should be available.	Venue is available for meeting and	High	Project Manager	Steering Committee	

			workshop dates.				
16	3.1	Venue should have stable internet access	Internet access allows for uninterrupted streaming of workshop.	High	Project Manager	Steering Committee	
17	3.2	Venue should have procedure for booking.	Application form and contract are available.	Medium	Project Manager	Steering Committee	
18	3.3	Venue should have a floor plan.	Floor plan accommodates a minimum of 50 participants.	High	Project Manager	Steering Committee	
19	4.1	Digital Flyers should be attractive.	Font size and style is clear to the reader Flyer has a minimum	High	Project Manager	Steering Committee	

			of 3 colors A minimum of 3 graphics/images are included.				
20	4.1	Digital flyers should be shareable on various platforms	Digital flyers are saved as jpeg or png files. Design allows organizers to share on social media. Maximum file size of 8.5x11 inches.	High	Project Manager	Steering Committee	
21	4.2	Parent Letters should clearly explain the project.	Language targets parents who are average or below average academically.	High	Project Manager	Education Officers	

22	4.2	Parent letters should be shared with the schools on time.	Documents shared with the schools no later than 2 weeks prior to the start of the first workshop	High	Project Manager	Education Officers	
23	4.4	Radio interviews should be timely.	Interviews commence no later than 3 weeks prior to the workshop.	High	Project Manager	Steering Committee	
24	4.4	Radio Interviews should clearly explain the project	Language is simple enough to be understood by any parent.	High	Project Manager	Steering Committee	
25	4.4	Radio interviews should generate interest in the workshop.	Are engaging and allow for call-ins so that presenter can respond to questions	High	Project Manager	Steering Committee	

26	4.5	Television interviews should be timely.	Interviews commence no later than 3 weeks prior to the workshop.	High	Project Manager	Steering Committee	
27	4.5	Television interviews should clearly explain the project.	Language is simple enough to be understood by any parent.	High	Project Manager	Steering Committee	
28	4.5	Television interviews should generate interest in the workshop.	Are engaging Allow for call-ins so that presenter can respond to questions	High	Project Manager	Steering Committee	
29	5.1	Presenter meeting should be timely	Meeting are held a minimum of one month before the presentation submission deadline	High	Project Manager	Steering Committee	

			to allow presenters to finalize content.				
30	5.2	Presenter content should be reviewed/vetted.	Content is vetted a minimum of 2 weeks prior to the workshop.	High	Project Manager	Education Officers	
31	5.3	Rehearsals should be pre scheduled.	Rehearsals are scheduled so that all parties can be present.			Steering Committee	
32	6.1	Materials should be accesible.	Materials are readily available at most homes.	High	Project Manager	Steering Committee	
33	6.1	Materials should be affordable.	Materials cost no more than \$20.00 XCD so that parents	High	Project Manager	Steering Committee	

			can purchase, if needed.				
34	7	Should be at a high video quality.	Video is minimum of 4K resolution.	High	Project Manager	Digital Resource Team	
35	7	Should have clear audio.	Audio is void of echoes and is not muffled.	High	Project Manager	Digital Resource Team	
36	7	Should remain stable and connected.	Internet has a minimum upload of 300 Mbps.	High	Project Manager	Digital Resource Team	
37	7	Should be accessible	Video is available on social media/streaming sites. Video is available at	High	Project Manager	Digital Resource Team	

			the Education Resource Center.				
38	7.2	Digital content should be completed.	All digital content is completed no later than 3 days prior to the workshop.	High	Project Manager	Digital Resource Team	
39	7.3	Stream link should be circulated.	Stream link is shared no later than one day prior to the workshop.	High	Project Manager	Digital Resource Team	
40	8.1	Workshop 1 should not be too long.	Maximum duration is 3 hours.	High	Project Manager	Presenters	
41	8.1	Workshop 1 should be interactive.	Alternating lecture style and activities Maximum of 15	High	Project Manager	Presenters	

			minutes for lecture/presentation blocks				
42	8.1	Workshop 1 should have a feedback mechanism.	Feedback form is shared with all participants.	High	Project Manager	Steering Committee	
43	8.2	Workshop 2 should not be too long.	Maximum duration is 3 hours	High	Project Manager	Presenters	
44	8.2	Workshop 2 should be interactive.	Alternating lecture style and activities Maximum of 15 minutes for lecture/presentation blocks	High	Project Manager	Presenters	
45		Workshop 2 should	Feedback form is	High	Project	Steering	

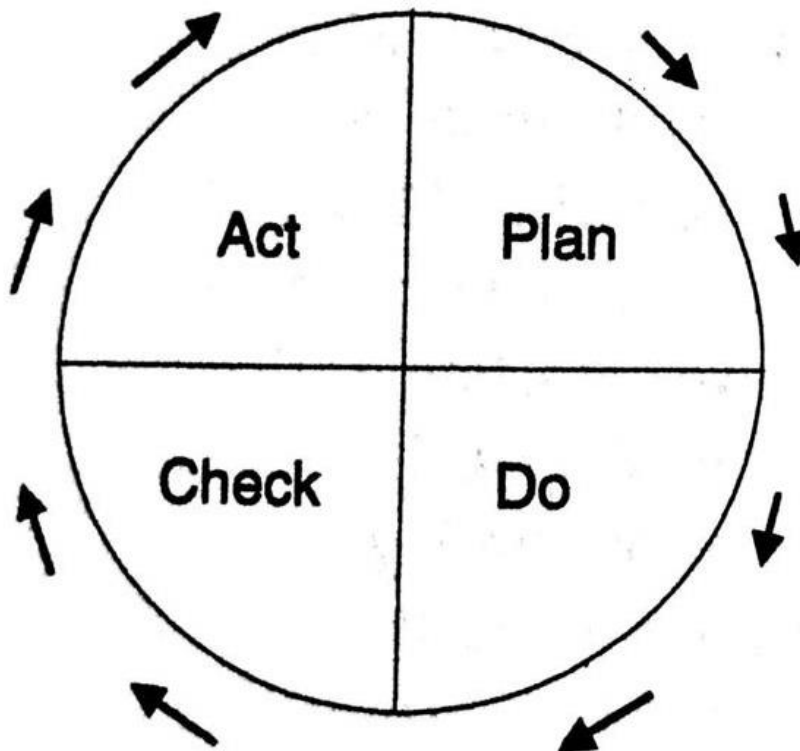
	8.2	have a feedback mechanism.	shared with all participants.		Manager	Committee	
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4.5.6 Quality Control and Quality Improvement

As indicated previously, any proposed changes will be requested through a change management form. This is no different for quality. However, should the project manager accept any requests for change which affect quality, the plan-do-check-act cycle will be implemented. The Plan-Do-Check-Act Cycle is a four-step disciplined approach to quality improvement and involves planning by identifying the opportunity and planning for change, doing which involves implementing the change, usually on a smaller scale, checking whether the adjustments have made a difference and acting which involves increasing to a larger scale if the small scale trial is successful. This cycle is repeated if the change is unsuccessful.

Figure 16


Plan-Do-Check-Act Cycle



Note. Source: Rose, K. (2014)

4.6 RESOURCE MANAGEMENT PLAN – PDF LOCKED PARENT EMPOWERMENT PROGRAMME

DOCUMENT TRACKING RESOURCE MANAGEMENT PLAN

			
GENERAL INFORMATION			
Document Author		Zahnela Claxton	
Document Owner		SparkED	
Project Title		PDF-LOCKED PARENT EMPOWERMENT PROGRAMME	
Project Manager		Zahnela Claxton	
Issue Date		April 26, 2022	
CHANGE CONTROL			
<p>In order to make changes to the document, approval must be given by the persons below. Approved changes to date are listed below.</p>			
Version	Issue Date	Changes	
1.0	April 26, 2022	Initial version of the document	
APPROVALS			
Name	Role	Signature	Date
	Project Sponsor		
Zahnela Claxton	Project Manager		

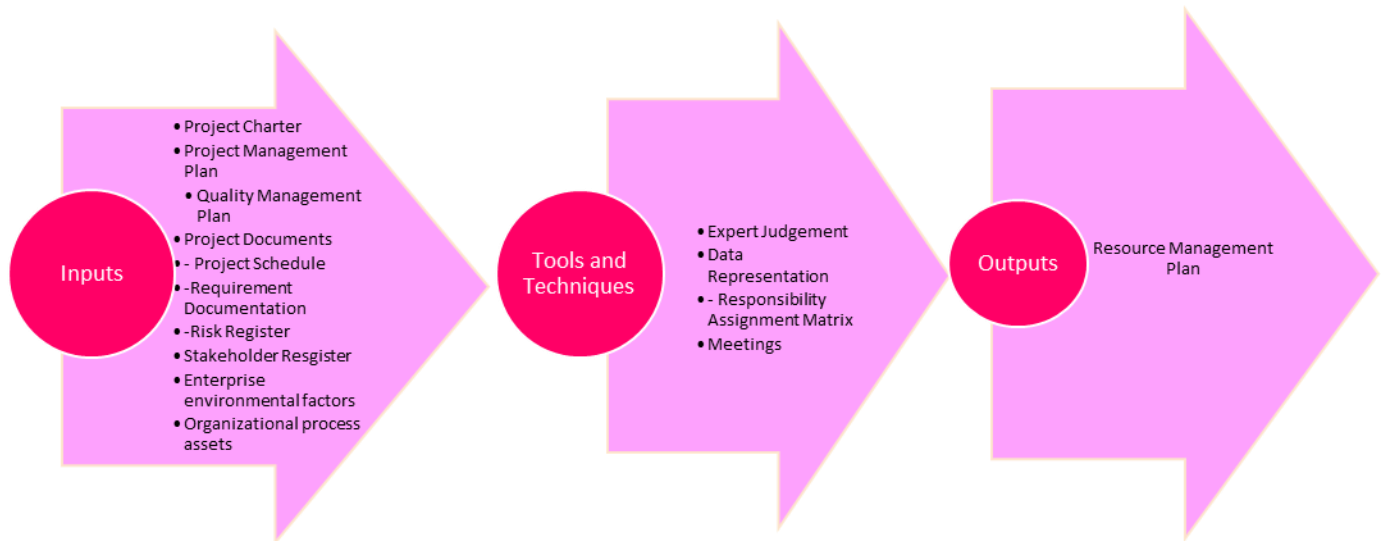
4.6.1 Introduction

Every project needs resources and a Resource Management Plan. According to the Project Management Body of Knowledge (2017), Project Resource Management includes the processes involved in identifying, acquiring and managing the resources, which are needed to successfully complete the project. Through the plan, the project manager and team will have the resources they needed at the time. The Project Resource Management processes are plan resource management, estimate activity resources, acquire resources, develop team, manage team and control resources. Resources can be either team resources or physical resources. Team resources refer to the human resources and physical resources include supplies, materials, facilities or infrastructure. The objective for the Resource Management Plan for the PDF-Locked, Parent Development Forum project is to develop a resource management plan so that the resources can be effectively catered for and allocated.

4.6.2 Resource Management Approach

The approach to developing the Resource Management Plan for the PDF-Locked, Parent Development Forum project. The Project Resource Management process has several inputs, tools and techniques and outputs. Figure 14 represents the development of the Resource Management Plan. Additionally, the PDF-Locked, Parent Development Forum project includes identifying the resources, generating a Responsibility Assignment Matrix as seen in Chart 23, estimating the resources needed for the various activities, developing and managing the team and highlighting the change process.

Figure 17
Development of the Resource Management Plan



Note. Adapted from the Project Management Body of Knowledge, 2017, p. 312

Chart 27
Responsibility Assignment Matrix - RACI Chart for the PDF Locked, Parent Development Forum project
Source: Author of the Study, 2022

RACI KEY	
R	Responsible
A	Accountable
C	Consult
I	Inform

WBS Code	Element Name	Role						
		Project Sponsor	Project Manager	Project Steering Committee	Education Officers	Principals	Presenters	DCGs
1	Project Management							
1.1	Project Charter	I	A	R	C			
1.2	Scope Management	I	A	R	C			
1.3	Schedule Management	I	A	R	C			

1.4	Cost Management	I	A	R	C			
1.5	Resource Management	I	A	R	C			
1.6	Quality Management	I	A	R	C			
1.7	Communication Management	I	A	R	C			
1.8	Risk Management	I	A	R	C			
1.9	Procurement Management	I	A	R	C			
1.10	Stakeholder Management	I	A	R	C			
2	Terms of Reference	I	A	R	C			
2.1	Presenters' TOR	I	A	R	C			
2.2	Actors' TOR	I	A	R	C			
2.3	Digital Resource Generator's TOR	I	A	R	C			
3	Venue	I	A	R	C			
3.1	Selection	I	A	R	C			
3.2	Booking	I	A	R	C			
3.3	Floor Plan	I	A	R	C			
4	Marketing	I	A	R	C	I		
4.1	Digital Flyers	I	A	R	C	I	C	
4.2	Parent Letters	I	A	R	C	I	C	

4.3	Social Media	I	A	R	C	I		
4.4	Radio Interviews	I	A	R	C			
4.5	TV Interviews	I	A	R	C			
5	Presenter Preparation	I	A	R	C	C		
5.1	Presenter Meeting	I	A	R	C			
5.2	Review Content	I	A	R	C	C		
5.3	Rehearsal	I	A	R	C			
6	Materials	I	A	R	I		C	
6.1	Selection	I	A	R	I		C	
6.2	Procurement	I	A	R	I			
6.3	Packaging	I	A	R	I			
7	Live Stream and Recording	I	A	R				
7.1	Site Visit	I	A	R	C			
7.2	Digital Content Preparation	I	A	R	C			
7.3	Live Stream Links	I	A	R				
8	Workshops							
8.1	Perform Workshop 1	I	A	R	C		I	I
8.2	Perform Workshop 2	I	A	R	C		I	I

4.6.3 Resource Management Roles and Responsibilities

In order for all resources to be effectively managed, there are some responsibilities which must be performed by key stakeholders. Chart 24 below reflects the roles and responsibilities for the PDF-Locked, Parent Development Forum project.

Chart 28

Roles and Responsibilities, Resource Management Plan

(Source: Author of Study, 2022)

Role	Responsibilities
Project Sponsor	<ul style="list-style-type: none"> • Provides guidelines and a framework for the development of the resource management plan • Formally accepts the resource management plan • Ensures that the resources needed are available for the project manager to distribute or use accordingly • Resolves any issues related to resources which may be escalated by the project manager • Receives reports related to resource management • Provides guidance to the project manager as needed
Project Manager	<ul style="list-style-type: none"> • Leads the development of the resource management plan • Oversees the use of resources in the project • Collates reports and present to the project sponsor • Communicates resource management expectations to other stakeholders
Project Steering Committee	<ul style="list-style-type: none"> • Ensures that resources are monitored

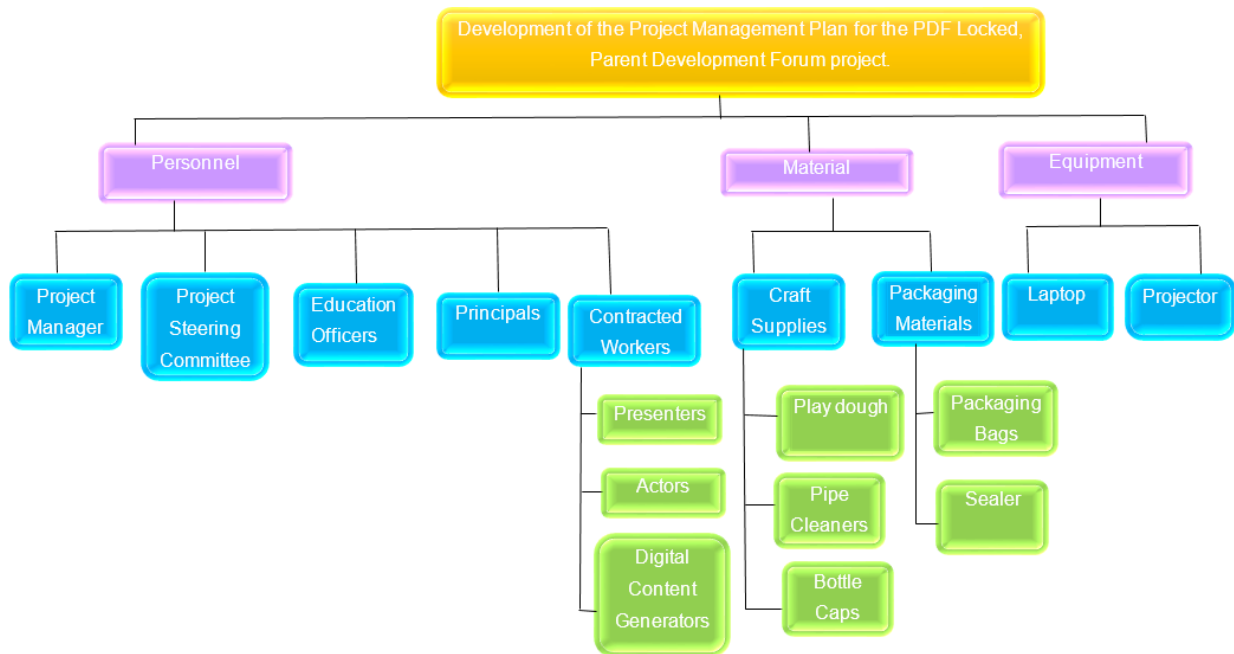
	<p>and utilized according to the resource management plan</p> <ul style="list-style-type: none">• Escalates any issues to the project manager• Provides reports to the project manager, as requested• Makes any recommendations for changes and submit the change management form
--	---

4.6.4 Estimating Resources

According to the Project Management Body of Knowledge (2017), the process of estimating resources includes estimating team resources as well as the quantities of materials needed to perform the project work. The resources needed can be divided into categories and then further subdivided. This division allows for the creation of the Resource Breakdown Structure for the PDF-Locked, Parent Development Forum project. Figure 16 reflects the Resource Breakdown Structure for the PDF-Locked, Parent Development Forum project.

Figure 18

Resource Breakdown Structure for the PDF Locked, Parent Development Forum project.



Note. Source: Author of the Study, 2022

4.6.5 Acquiring the Team

The majority of personnel needed for the project are under the employ of the Department of Education. However, there are some roles which need specialized skills and, therefore, need to be advertised. These roles include Presenters, Actors and Digital Content Developers. Therefore, Terms of References will be created and the short term contracts for the purposes of the project advertised. An interview process will follow. Following the selection of the best candidates, the candidates will sign contracts which are aligned with the terms of reference.

4.6.6 Developing the Team

The Develop Team Process seeks to improve competencies, improve team member interactions and the overall environment to enhance the project performance (PMBOK, 2017). Individuals involved in the PDF-Locked, Parent Development Forum project would be involved in some of team development activities during the course of the project. These activities include training, team building exercises and meetings.

4.6.6.1 Training

The members of the steering committee will be exposed to training activities which would assist with developing Terms of References (TORs), preparing presenters, vetting presenter content and supporting the success of the project. Likewise, all main stakeholders will be involved in some training activity geared towards preparing them for or supporting them in their role. Presenters and actors will be trained in relation to how to effectively engage the target audience.

4.6.6.2 Team Building

Synergy among team members often contributes to the success of a project. As such, there will be a series of short team-building activities available to the project team members. These activities will be embedded in training sessions or introduced at the beginning of or during meetings.

4.6.6.3 Meetings

Meetings will be conducted to ensure that the project is progressing as expected. There will be several meetings throughout the duration of the project. For instance, the project steering committee will meet weekly to ensure that the requisite updates are done. The project manager will meet with the project team monthly. Additionally, there will be meetings with the presenters and actors to provide guidelines for the execution of their assigned tasks.

4.6.7 Managing the Team


The Project Body of Knowledge (2017) indicates that Manage Team is the process of tracking team member performance, providing feedback, resolving issues and managing team changes. The process influences the team's behavior and allows for conflict and issues to be dealt with. The PDF-Locked Parent Development Forum project has mechanisms for managing the team which include an approach to conflict management and tracking team performance.

4.6.7.1 Tracking Team Performance

Team Performance will be tracked by a completion of a performance report which will take place monthly. The metrics measured for the performance assessment are: Attendance, Efficiency, Initiative, Quality of Work and Completion of Task according to schedule. Each metric would be scored on a Likert Scale of 1-5 and will be completed by the individual or committee directly supervising the individual being assessed. The results go directly to the project manager. Persons having 3 or more areas with fewer than 3 stars will be part of a follow-up conversation with the project manager. The document can be completed via Microsoft Forms and has a view for both the computer and mobile device. Figure 17 shows a snapshot of the survey tool which is also found in Appendix 5.

Figure 19

Team Performance Survey for the PDF-Locked, Parent Development Forum project.



PDF LOCKED Team Performance Survey

This survey should be completed monthly for each person involved in the project. The survey should be completed by the individual who has direct oversight of the person being evaluated. Rank the individual on a scale of 1-5 in each area. Persons having 3 or more areas with fewer than 3 stars will be part of a follow up conversation with the project manager.

Hi, Zahnela. When you submit this form, the owner will see your name and email address.

1. Name of Team Member

2. Attendance

☆☆☆☆☆

3. Efficiency

☆☆☆☆☆

4. Initiative

☆☆☆☆☆

5. Quality of Work

☆☆☆☆☆

6. Completion of Tasks according to schedule

☆☆☆☆☆

Submit

Note. Source: Author of Study, 2022

4.6.7.2 Conflict Resolution

In addition to training on resolving conflict, the following steps will be taken, should conflicts arise during the project's duration.

Step 1: Attempt to resolve the conflict among yourselves.

Step 2: If Step 1 is not possible, alert the individual overseeing that component of the project. A meeting would be arranged to attempt to resolve the conflict.

Step 3: Should Steps 1 and 2 prove unsuccessful, a formal complaint should be logged with the project manager, via email. A meeting and subsequent investigation would ensue and a decision made as to the way forward.

4.6.8 Resource Management Plan Change Process

Any changes to the Resource Management Plan must be done via a request using the change management form. The form will be evaluated by the project manager and a response will be given to the team member or members who completed the form. In instances when the project manager is unable to make a decision, the request will be escalated to the project sponsor.

4.7 COMMUNICATIONS MANAGEMENT PLAN – PDF LOCKED PARENT EMPOWERMENT PROGRAMME

DOCUMENT TRACKING COMMUNICATIONS MANAGEMENT PLAN



GENERAL INFORMATION

Document Author	Zahnela Claxton
Document Owner	SparkED
Project Title	PDF LOCKED PARENT EMPOWERMENT PROGRAMME
Project Manager	Zahnela Claxton
Issue Date	April 28, 2022

CHANGE CONTROL

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Version	Issue Date	Changes
1.0	April 28, 2022	Initial version of the document

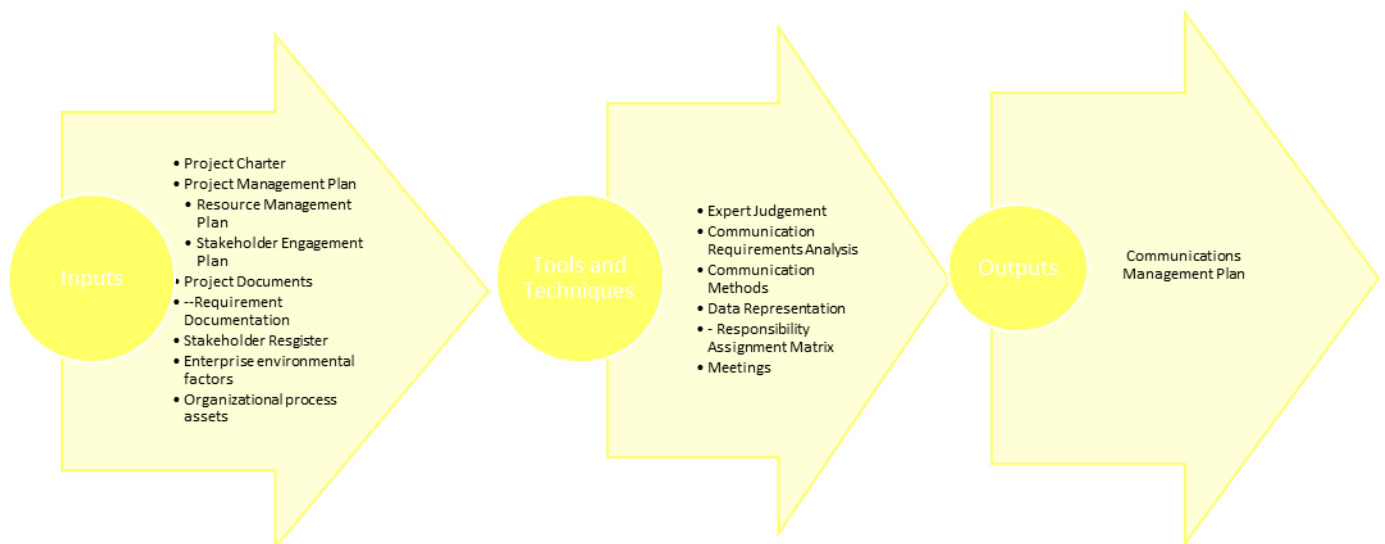
APPROVALS

Name	Role	Signature	Date
	Project Sponsor		
Zahnela Claxton	Project Manager		

4.7.1 Introduction

Proper communication and the mechanisms to support proper communication are fundamental to the development of every project. Communication is the exchange of information and can be verbal or nonverbal, formal or informal. Various mechanisms are used to facilitate communication. The Project Management Body of Knowledge (2017) states that Project Communications Management includes the processes necessary to ensure that the information needs of the project and the needs of stakeholders are met. This is accomplished by developing artifacts and putting activities in place which allow for information to be exchanged efficiently and effectively. The Project Communications Management processes are plan communications management, manage communications and monitor communications. The Plan Communications Management process has several inputs, tools and techniques and outputs. Figure 17 outlines the inputs, tools and techniques and outputs.

Figure 20
Plan Communications Management: Inputs, Tools and Techniques and Outputs



Adapted from the Project Management Body of Knowledge, 2017, p. 366

4.7.2 Communication Management Approach

In order to be able to manage communications and create a communications management plan, the various stakeholders engaged in communication had to be identified. Then, the various mechanisms and expectations for communication were identified and outlined. The efficiency of the approach to communication will be reviewed throughout the project and any necessary adjustments would be made.

Chart 29

Summary of Project Communication

Source: Author of Study, 2022

Who	What	When	Where	Why	How
Project Manager	Updates the Project Sponsor	Weekly Monthly	Meetings Reports	To keep abreast of any developments, issues and the general status of the project	Project Manager updates Project Sponsor Project Manager → Project Sponsor
Project Steering Committee	Updates Project Manager	Weekly	Debriefings Meetings Reports Emails	To interact with and receive updates from various stakeholders which serve to compile information for reporting and responding To ensure	Project Steering Committee → Project Manager → Project Sponsor

				that project manager is abreast and that all proposed changes are captured and responded to	
Education Officials	Update Principals	As needed	Meetings Debriefings Emails	To ensure smooth flow of information between the Department of Education and the schools.	Education Officials→Project Steering Committee→Project Manager→Project Sponsor
Principals	Update Teachers and parents and send feedback to Education Officials	As needed and per project schedule	Letters Briefings Meetings	To ensure that information reaches parents who are the target group for the workshops	Principals→ Education Officials→Project Steering Committee→Project Manager→Project Sponsor

4.7.3 Roles and Responsibilities

To facilitate meaningful and clear communication across and among stakeholders, the key stakeholders have responsibilities which, once properly executed, will lead to successful communication and by extension a successful project. Chart 26 outlines the roles and responsibilities of key stakeholders in the communications management plan.

Chart 30

Communications Management Roles and Responsibilities

(Source: Author of Study, 2022)

Role	Responsibility
Project Sponsor	<ul style="list-style-type: none">• Clearly communicates all aspects of the project to the project manager and other key stakeholders, as needed• Sets parameters for communication mechanisms to be used in the project.• Facilitates the resolution of issues which may be beyond the capacity of the project manager• Reviews proposed communications management plan and requisite reports and provides feedback
Project Manager	<ul style="list-style-type: none">• Leads the creation of the communications management plan• Shares the project sponsor's vision and communicates parameters for the

	<p>project</p> <ul style="list-style-type: none"> • Facilitates meetings with other stakeholders to ensure that the project is successful • Reviews reports from other key stakeholders • Manages and resolves issues related to the project • Escalates issues to the project sponsor, if needed
Project Steering Committee	<ul style="list-style-type: none"> • Contributes to the development of the project management plan • Prepares reports which are shared with the project manager • Manages and resolves issues within the remit of the work of the committee • Escalates issues to the project manager, if needed • Communicates with Education Officers to ensure that information is shared with the principals • Receives feedback from Education Officers
Education Officers	<ul style="list-style-type: none"> • Facilitate the flow of information between the project steering

	<p>committee and principals</p> <ul style="list-style-type: none"> • Manage and resolves issues within the remit of the work of the Education Officer • Escalate issues to the project steering committee, if needed
Principals	<ul style="list-style-type: none"> • Share information related to the project with parents and teachers • Provide feedback to the Education Officers

4.7.4 Communication Standards

Established standards for communication create clear guidance on the expectations for communication within a project. As such, the PDF-LOCKED Parent Empowerment Programme has standard forms and templates for communication. The authorized communication channels are outlined in Chart 27 below. The communication flow chart (Figure 19) also provides further guidance as to how the various stakeholders should manage communication related matters.

Chart 31

Authorized Communication Channels

(Source: Author of Study, 2022)

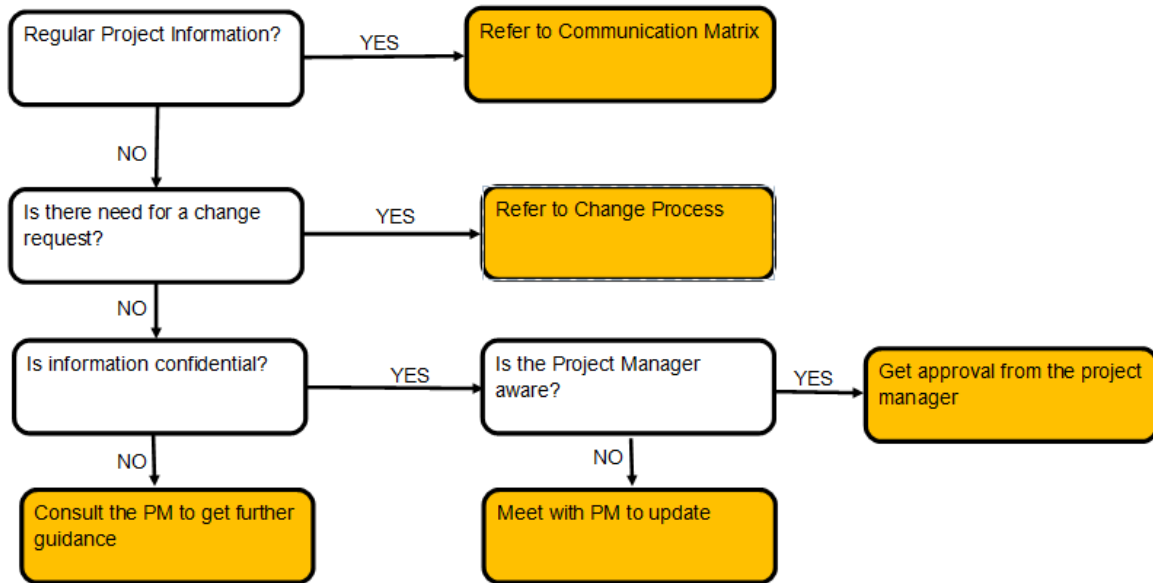
Authorized Channel	Description
Shared Documents via Microsoft Office365/SharePoint	Documents intended for collaboration between members of the project steering committee and project manager should be uploaded to Microsoft Office 365's SharePoint. The initiator must give clear guidelines in relation to the expectations and timelines.
Written Communication (Letters, flyers etc.)	All communication should be done in Standard English.
Emails	All correspondence sent via email should be sent to the niagov.com emails as assigned by the Department of Education. Emails sent to external stakeholders such as the project sponsor should be sent to and from the organization's assigned email. Emails should not be sent to personal email addresses.
Meetings, Briefings, Debriefings	Meetings, briefings or debriefings can be held either virtually via the organization's assigned Microsoft Teams account or in person. Minutes must be recorded and circulated following meetings. A timeline for recommendations for amendments as

	<p>well as acceptance of the minutes must be given. The deadline for amendments must be no later than two (2) days following receipt of the minutes and acceptance of the amendments should form part of the next meeting.</p> <p>Dates, times and topic or subject of discussion should be documented for briefings and debriefings.</p>
--	---

Figure 21

PDF LOCKED Parent Empowerment Programme Communication Flowchart

(Source: Author of Study, 2022)



4.7.5 Communications Matrix

The Communications Matrix guides the plan for communicating among stakeholders. The project manager develops the communications matrix with input from the project sponsor and project steering committee. The communications matrix is maintained by the project manager. Chart 28 outlines the communications matrix for the PDF LOCKED Parent Empowerment Programme.

Chart 32

Communications Matrix for the PDF-LOCKED Parent Empowerment Programme

(Source: Author of Study, 2022)

Communication Type	Audience	Description/Purpose	Frequency	Owner	Channel
Personal Communication	Project Sponsor	Regular communication to ensure that project objectives are being met.	Weekly or as needed	Project Manager	Virtual meetings, face to face meetings, telephone calls
	Project Steering Committee	Regular communication to ensure that project objectives are being met.	Two times per week	Project Manager	Meetings, emails, telephone calls
	Education Officers	Providing updates and fostering an environment for	Weekly	Project Steering Committee	Meetings, emails

		feedback from the schools and community			
Reports	Project Sponsor	Updates on the status of the project	Bi-weekly	Project Manager	Emails, Meetings, Written reports
	Project Manager	Updates on the status of the project	Weekly	Project Steering Committee	Emails, Meetings, Written reports
	Project Steering Committee	Updates on the status of the project, particularly feedback from schools (principals and teachers) and parents	Weekly	Education Officers	Emails, Meetings, Written reports
	Project Steering Committee	Reports on the project, including whether objectives were met and outlining deliverables	After completing the workshop	Presenters	Emails, Meetings, Written reports

		per terms of reference.			
Project Announcements	Project Steering Committee	Provides updates, scheduled activities, timelines etc.	As needed	Project Manager	Emails, meetings
	Education Officials	Provide updates, scheduled activities, timelines etc.	As needed	Project Steering Committee	Meetings, emails
	Principals	Provide updates to be shared with school personnel and parents	As needed	Education Officials	Letters, emails, meetings
	Parents and the General Public	Provide information on scheduled activities.	As needed/in accordance with the schedule timeline	Project Manager Project Steering Committee Principals	Letters, flyers, social media, television, radio
Presentations	Project Sponsor	Provides updates and allows for feedback	Monthly End of project	Project Manager	Meetings (virtual and in person)

		and discussion			
	Project Manager	Shares content for feedback and approval	Bi-weekly or as needed	Project Steering Committee	Meetings
	Project Steering Committee	Shares content for feedback and approval	Per schedule management plan	Presenters Digital Content Generators	Meetings

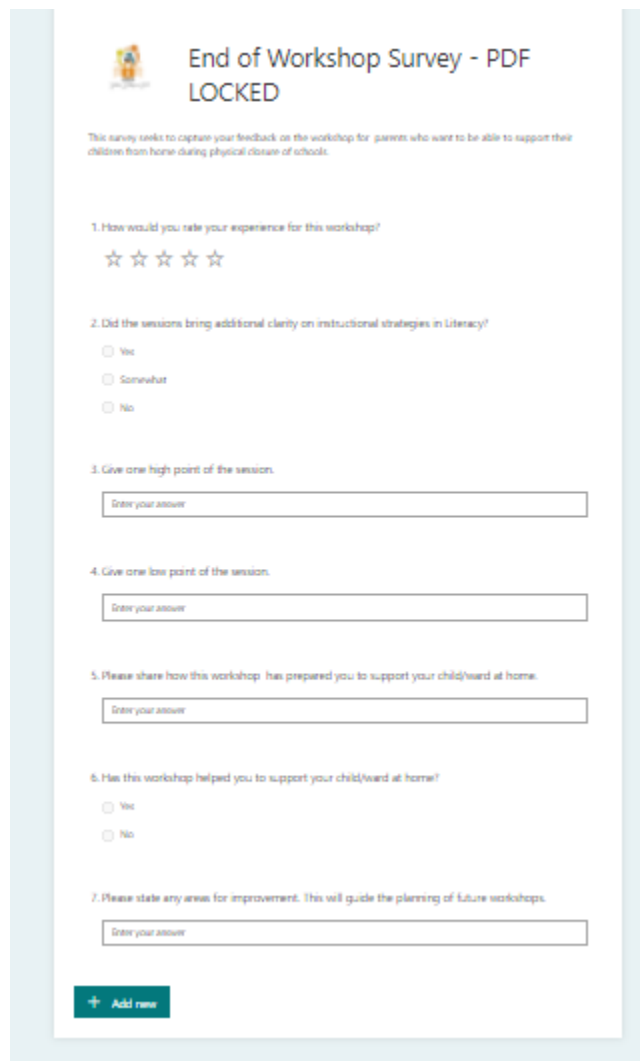
4.7.6 Project Reporting

Project report is an integral part of ensuring that information the project is successful. As such, various reports will be generated and presented throughout the project. Status updates will be provided weekly. These will be shared via email or during meetings. A monthly report will be generated and presented to the project manager. The reports will be submitted at key, communicated stages throughout the project with each key stakeholder presenting a final report to the project manager at the end of the project. Those reports will then be used to generate the final report to the project sponsor. In order to capture feedback from the parents following the workshop, a survey will be administered using Microsoft Forms. The data captured will be used to generate a report using Microsoft Excel. The form can be seen in Figure 20.

Figure 22

Workshop Feedback Survey

(Source: Author of Study, 2022)



The image shows a screenshot of a Microsoft Forms survey titled "End of Workshop Survey - PDF LOCKED". The survey is intended for parents who want to support their children from home during physical closure of schools. The survey contains seven questions:

1. How would you rate your experience for this workshop?
☆☆☆☆
2. Did the sessions bring additional clarity on instructional strategies in Literacy?
 Yes
 Somewhat
 No
3. Give one high point of the session.
4. Give one low point of the session.
5. Please share how this workshop has prepared you to support your child/ward at home.
6. Has this workshop helped you to support your child/ward at home?
 Yes
 No
7. Please state any areas for improvement. This will guide the planning of future workshops.

At the bottom of the form, there is a green button labeled "+ Add more".

4.7.7 Change Process

In order for any changes to be made to the Communications Management Plan, the change process must be followed. The individual or individuals requesting the change must submit a change request via the change request form. The project manager will review the request and respond accordingly. The project manager may choose to accept or deny the request. Approved changes will be lead to an update in the Communications Management Plan.

4.8 RISK MANAGEMENT PLAN – PDF LOCKED PARENT EMPOWERMENT PROGRAMME

DOCUMENT TRACKING RISK MANAGEMENT PLAN



GENERAL INFORMATION

Document Author	Zahnela Claxton
Document Owner	SparkED
Project Title	PDF LOCKED PARENT EMPOWERMENT PROGRAMME
Project Manager	Zahnela Claxton
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1.0	May 6, 2022	Initial version of the document

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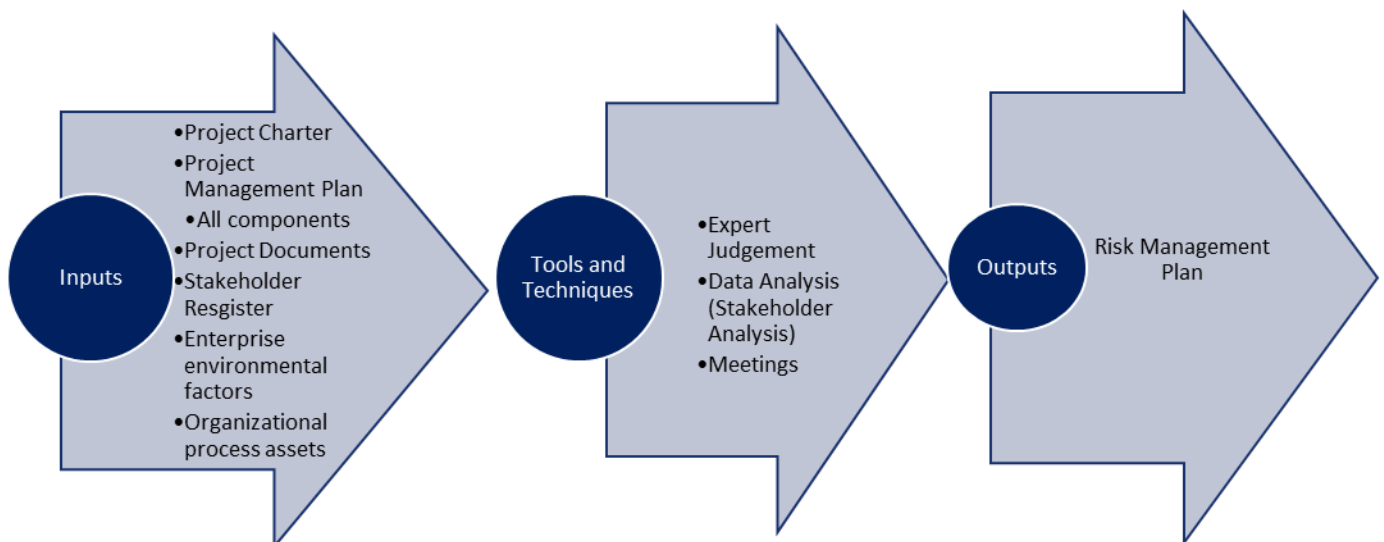
Name	Role	Signature	Date
	Project Sponsor		
Zahnela Claxton	Project Manager		

4.8.1 Introduction

Each project encounters risks. As such, the project manager and team must be Project Management Body of Knowledge (2017) able to identify and plan for potential risks. The Project Management Body of Knowledge (2017) states that Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation and monitoring risk of the project. This is accomplished by developing artifacts and putting activities in place which allows for information to be exchanged efficiently and effectively. The Project Risk Management processes are plan risk management, identify risks, perform qualitative risk analysis, plan quantitative risk analysis, plan risk responses, implement risk responses and monitor risks. The Plan Risk Management process has several inputs, tools and techniques and outputs. Figure 20 outlines the inputs, tools and techniques and outputs.

Figure 23

Plan Risk Management: Inputs, Tools and Techniques and Outputs



Adapted from the Project Management Body of Knowledge, 2017, p.401

4.8.2 Risk Management Approach

The risks for the PDF-Locked, Parent Development Forum project will be identified as early as possible. The goal is to minimize or mitigate the risks and their potential impacts on the success of the project. The requisite assessments and matrices will be created through input from the key stakeholders. The project manager will lead on this process. The team will meet weekly to discuss risk management and provide updates. Any changes to the Risk Management Plan must be submitted through the change management form with the project manager providing feedback as to whether the change is approved or denied.

4.8.3 Roles and Responsibilities

In order to effectively manage risks, key stakeholders will have to effectively execute certain responsibilities. Chart 29 outlines the roles and responsibilities for the risk management plan.

Chart 33

Stakeholder Management Roles and Responsibilities

(Source: Author of Study, 2022)

Role	Responsibility
Project Sponsor	<ul style="list-style-type: none">• Provides the framework and guidelines for the project risk management plan• Approves the risk management plan• Provides feedback on the risk management plan throughout the projects• Resolves issues which may be escalated by the project manager• Reviews reports on risk management• Provides support and guidance on risk management related matters
Project Manager	<ul style="list-style-type: none">• Leads the development of the risk

	<p>management plan</p> <ul style="list-style-type: none"> • Conducts meetings to review risk management • Reviews reports on risk management • Compiles risk management reports for the project sponsor • Reviews, approves or denies risk management change requests. • Escalates risk management issues to the project sponsor, if necessary
Project Steering Committee	<ul style="list-style-type: none"> • Assists with the development of the risk management plan. • Reports on project risk management. • Attends risk management meetings. • Submits requests for changes to the risk management plan, when necessary. • Escalates risk management issues to the project manager.

4.8.4 Identify Risks

Risks for the PDF-Locked, Parent Development Forum project are identified during the development of the project charter and are continuously updated throughout the project. This will be done through meetings and reports. Risks will be entered in the Risk Breakdown Structure and the necessary codes will be assigned. Chart 30 speaks to the Risk Breakdown Structure for the PDF-Locked, Parent Development Forum project.

Chart 34

Risk Breakdown Structure

(Source: Author of Study, 2022)

RBS Level 0	RBS Level 1	RBS Level 2	RBS Level 3
Project Risks	1.0 External Risks	1.1 Environmental	1.1.1 Weather 1.1.2 Site and Facilities
		1.2 Social	1.2.1 Parents
	2.0 Technical Risks	2.1 Requirements	2.1.1 Scope
		2.2 Technology	2.2.1 Internet
		2.3 Quality	2.3.1 Resources
	3.0 Management Risks	3.1 Project Management	3.1.1 Monitoring and Reporting
			3.1.2 Schedule 3.1.3 Resources 3.1.4 Communication
		3.2 Organization	3.2.1 Competency 3.2.2 Workload 3.2.3 Communication

4.8.5 Qualitative Risk Analysis

The risks for the PDF-Locked Parent Development Forum project must be analyzed using qualitative analysis. The probability and impact scale is integral to this process. Project Management Body of Knowledge (2017) states that the definition of risk probability and impact levels are specific to the project context and reflect the risk appetite and thresholds of the organization and key stakeholders. There are five levels reflected in the probability and impact scales for the PDF-Locked, Parent Development Forum project. Chart 31 reflects the probability scale and Chart 32 reflects the impact scale. Chart 33 indicates the probability and impact results. Scores greater than 0.20 are considered to be high risk and are colored red; scores between 0.05 and 0.20 are considered to be medium risk and are colored gold, and lower than 0.05 are considered to be low risk and are colored green.

Chart 35

Probability Scale

(Source: Author of Study, 2022)

Scale	Very low	Low	Medium	High	Very High
Probability	0.10	0.30	0.50	0.70	0.90
Description	Very minute chance of occurring	Unlikely to occur	May occur	Likely to occur	Very likely to occur

Chart 36

Impact Scale

(Source: Author of Study, 2022)

Scale	Very low	Low	Medium	High	Very High
Impact	0.10	0.30	0.50	0.70	0.90
Scope	Barely noticeable change	Minor areas affected	Important areas affected	Unacceptable change in scope	Change in project objectives
Cost	Insignificant cost increase	Less the 10% cost increase	10-20% cost increase	21-40% cost increase	More than 40% cost increase
Schedule	Can be absorbed	Less than 5% change	6-10% change	11-20% change	More than 20% change

Chart 37

Probability and Impact Results

(Source: Author of Study, 2022)

Risk	Score
High	Greater than 0.20
Medium	0.05 - 0.20
Low	Less Than 0.05

Chart 38

Probability and Impact Scale

(Source: Author of Study, 2022)

Probability	Scale		Threats					Opportunity					Scale		Probability
	Very high	0.9	0.09	0.27	0.45	0.63	0.81	0.81	0.63	0.45	0.27	0.09	0.9	Very high	
	High	0.7	0.07	0.21	0.35	0.49	0.63	0.63	0.49	0.35	0.21	0.07	0.7	High	
	Medium	0.5	0.05	0.15	0.25	0.35	0.45	0.45	0.35	0.25	0.15	0.05	0.5	Medium	
	Low	0.3	0.03	0.09	0.15	0.21	0.27	0.27	0.21	0.15	0.09	0.03	0.3	Low	
	Very low	0.1	0.01	0.03	0.05	0.07	0.09	0.09	0.07	0.05	0.03	0.01	0.1	Very low	
			0.1	0.3	0.5	0.7	0.9	0.9	0.7	0.5	0.3	0.1			
		Very low	Low	Moderate	High	Very high	Very high	High	Moderate	Low	Very low				
		Negative Impacts					Positive Impact								

4.8.6 Quantitative Analysis

Quantitative Analysis has been excluded from PDF- Locked project due to the fact the project organization does not have the historical data or the software require to performance this analysis.

4.8.7 Risk and Opportunities Register

The project risks and opportunities may impact the project’s success. As such, the risks and opportunities are captured in the risk breakdown structure. The risks and opportunities are documented and updated as necessary. By the end of the project, the risk and opportunities register serves as documentation of the risks throughout the project. An integral part is the Probability x Impact which is referred to as the Pxl. Chart 35 reflects the Risk Breakdown Structure.

Chart 39

Risk Breakdown Structure

(Source: Author of Study, 2022)

RBS	Cause	Risk	Consequence	Opportunity /Threat	Probability	Impact	Pxl
1.1.1	Weather	Torrential Rains	Parents will not attend sessions as the culture indicates that persons do not attend functions during rain.	Threat	0.30	0.50	0.15
1.1.2	Parental Interest	Insufficient participation	Low attendance at the workshop	Threat	0.30	0.70	0.21
1.1.2	Attendance	Some parents may arrive more than 30 minutes after	Parents miss some of content taught.	Threat	0.30	0.50	0.15

		the start of the workshop.					
1.1.2	Open registration and extensive advertising	Non-parents registering for the workshop	General community members will attend.	Opportunity	0.30	0.10	0.03
2.1.1	Participant Capacity	Some parents may not have the capacity to master skills.	All intended concepts taught during the workshop are not mastered.	Threat	0.30	0.50	0.15
2.2.1	Internet Service Provider	Internet Service may not remain stable for the duration of the session.	Persons will not be able to access the live stream consistently.	Threat	0.50	0.50	0.25
2.3.1	Sole vendor may not have required quality.	Materials are of an inferior quality.	Materials may break during use.	Threat	0.10	0.30	0.03
3.1.1	Inconsistent monitoring and reporting	Reports not submitted on time or incomplete reports submitted	Inability to effectively monitor and respond	Threat	0.30	0.70	0.21
3.1.2	Poor time management	Project not completed on time	Increased time may lead to increase in cost.	Threat	0.30	0.90	0.27
3.1.3	Sole vendor may not have required quantity.	Insufficient materials from sole vendor	Insufficient materials to make the parent package	Threat	0.10	0.70	0.07
3.1.4	Unclear	The	Persons are not	Threat	0.30	0.50	0.15

	messaging	messaging for the activities and events is unclear.	certain of expectations.				
3.2.1	Lack of experience	Lack of requisite competency and experience among key stakeholders leading the process	Inefficient execution of project	Threat	0.30	0.90	0.27
3.2.2	Competing activities which increase workload	Key stakeholders engage in other work related activities outside of the project which leads to work overload.	Impact on project's success, particularly schedule management	Threat	0.50	0.70	0.35
3.2.3	Inconsistent communication	Members of the project team do not communicate effectively.	Miscommunication which leads to project delays and interruptions	Threat	0.1	0.50	0.05

4.8.8 Plan Risk Response

After identifying the risks and completing the requisite analyses, plans have to be implemented to manage and respond to risks. The Project Management Body of Knowledge (2017) outlines the following strategies for overall project risks: Avoid, Exploit, Transfer/Share, Mitigate, and Accept. For the purposes of the PDF-Locked, Parent Development Forum project, Chart 36 outlines the intended management and response strategy for the identified risks. The response for each risk is further explained in Chart 40.

Chart 40

Risk Management Strategy
(Source: Author of Study, 2022)

Risk Level	Strategy/Response	Explanation
High	Transfer	Risk may be transferred to a third party if unable to resolve internally
Medium	Mitigate	Changing the project's risk to achieve the project's objectives
Low	Accept	Continue with project as defined

Chart 41

Risk Response
(Source: Author of Study, 2022)

RBS	Risk	Pxl	Strategy/Response
1.1.1	Torrential Rains	0.15	Mitigate
1.1.2	Insufficient participation	0.21	Transfer
1.1.2	Some parents may arrive more than 30 minutes after the start of the workshop.	0.15	Mitigate
1.1.2	Non parents registering for the workshop	0.03	Accept
2.1.1	Some parents may not have the capacity	0.15	Mitigate

	to master skills.		
2.2.1	Internet service may not remain stable for the duration of the session.	0.25	Transfer
2.3.1	Materials are of an inferior quality.	0.03	Accept
3.1.1	Reports not submitted on time or incomplete reports submitted	0.21	Transfer
3.1.2	Project not completed on time	0.27	Transfer
3.1.3	Insufficient materials from sole vendor	0.07	Mitigate
3.1.4	The messaging for the activities and events is unclear.	0.15	Mitigate
3.2.1	Lack of requisite competency and experience among key stakeholders leading the process	0.27	Transfer
3.2.2	Key stakeholders engage in other work related activities outside of the project which leads to work overload	0.35	Transfer
3.2.3	Members of the project team do not communicate effectively.	0.05	Mitigate

4.8.9 Risk Monitoring and Control

During the life cycle of the project, the risks will be monitored and controlled. For the PDF-Locked, Parent Development Forum project, risks will be monitored continually with meetings conducted weekly. Reports will be sent monthly reflecting the risks and the responses. The project manager is responsible for ensuring that the mechanisms outlined for risk management are implemented.

4.8.10 Project Risk Management, Change Process

Any changes to the Project Risk Management Plan will be submitted using the change request form. The project manager will assess the submission and determine whether the request would be accepted or denied. Consultation with the project sponsor would be done to assist with the final decision. After a decision is made, a response will be sent. If the request is approved, the project manager would update the Risk Management Plan.

4.9 PROCUREMENT MANAGEMENT PLAN – PDF LOCKED PARENT EMPOWERMENT PROGRAMME

DOCUMENT TRACKING PROCUREMENT MANAGEMENT PLAN



GENERAL INFORMATION

Document Author	Zahnela Claxton
Document Owner	SparkED
Project Title	PDF LOCKED PARENT EMPOWERMENT PROGRAMME
Project Manager	Zahnela Claxton
Issue Date	May 17, 2022

CHANGE CONTROL

In order to make changes to the document, approval must be given by the persons below. Approved changes to date are listed below.

Version	Issue Date	Changes
1.0	May 17, 2022	Initial version of the document

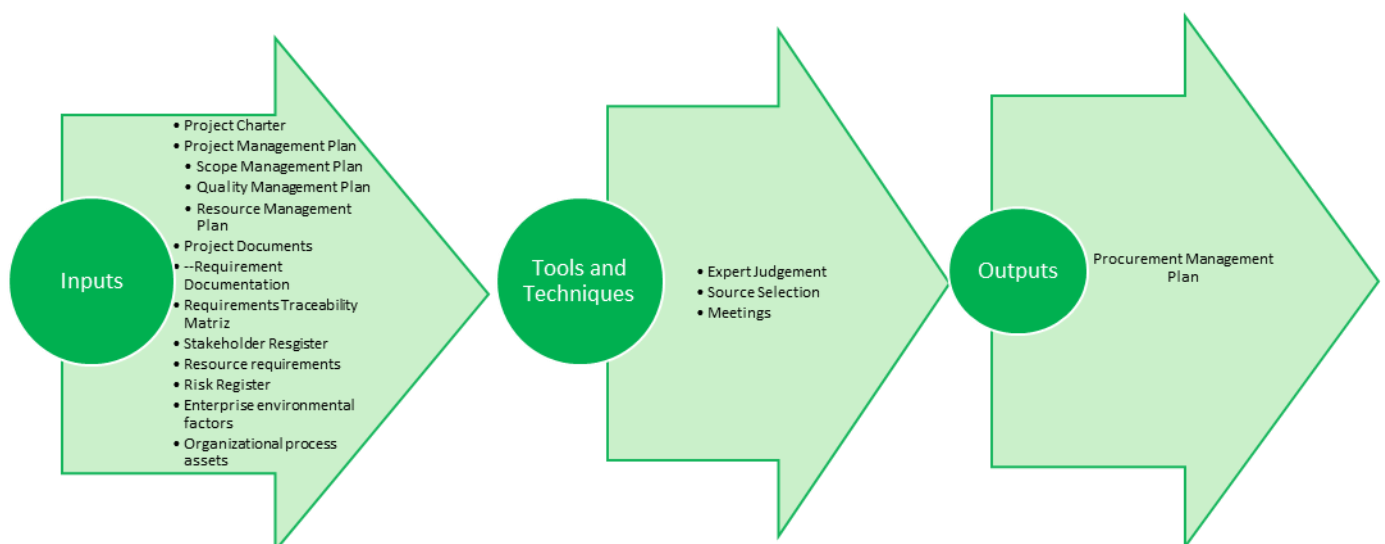
APPROVALS

Name	Role	Signature	Date
	Project Sponsor		
Zahnela Claxton	Project Manager		

4.9.1 Introduction

An integral part of projects is the procurement process. The Project Management Body of Knowledge (2017) posits that Project Procurement Management includes the processes which are needed to purchase or acquire products, services or results from outside the remit of the project team. Additionally, Project Procurement Management captures the management and control processes needed to develop and administer agreements such as contracts, purchase orders, memoranda of understanding or internal service-level agreements. The outlined objective of the Procurement Management Plan for the PDF-Locked, Parent Development Forum project is “to develop a procurement Management Plan which outlines the expectations for procurement of resources needed for the project. The Plan Procurement Management process has several inputs, tools and techniques and outputs. Figure 22 outlines the inputs, tools and techniques and outputs.

Figure 24
Plan Procurement Management: Inputs, Tools and Techniques and Outputs



Note. Adapted from the Project Management Body of Knowledge, 2017, p. 466

4.9.2 Procurement Management Approach

The PDF-Locked, Parent Development Forum project includes the procurement of resources such as services and materials. The project manager has the ultimate responsibility for the Procurement Management Plan. However, other members of the team, particularly the project steering committee would provide support. The PDF-Locked, Parent Development Forum project will see procurement of the services of presenters, actors and digital content generators through the development of Terms of References (TORs) and contracts. Additionally, the procurement of materials and resources from vendors. Due to the very small local market and available vendors, it will not be possible to approach various vendors and conduct a vendor bid as only one vendor on the island provides the materials needed. Any changes to the Procurement Management Plan will be done through the change management process.

4.9.3 Roles and Responsibilities

The Procurement Management Process can be successfully completed by ensuring that key stakeholders are assigned certain responsibilities. Chart 41 highlights the roles and responsibilities which facilitate the project’s success.

Chart 42

Procurement Management Plan Roles and Responsibilities

(Source: Author of Study, 2022)

Roles	Responsibilities
Project Sponsor	<ul style="list-style-type: none"> • Provides the framework and guidelines for the Procurement Management Plan • Approves the Procurement Management Plan • Reviews Reports on Procurement Management • Resolves issues which may be escalated from the project manager.

	<ul style="list-style-type: none"> • Provides guidance and support, as needed, to the project manager. • Approves the TORs and contracts.
<p>Project Manager</p>	<ul style="list-style-type: none"> • Leads the process of creating the procurement management plan. • Provides guidance in the creation of the TORs and contracts. • Edits and provides feedback on the TORs and contracts. • Presents the TORs and contracts to the project sponsor for final approval. • Resolves issues related to procurement management. • Escalates issues to the project sponsor, where necessary. • Provides reports to the project sponsor. • Approves or denies requests for changes to the procurement management plan.
<p>Project Steering Committee</p>	<ul style="list-style-type: none"> • Assists the project manager with the development of the procurement management plan. • Develops the TORs and contracts. • Provides recommendations for changes in the procurement management plan, when needed. • Provides reports to the project manager.

4.9.4 Procurement Definition

There are several items and services needed to facilitate the success of the project. These materials and services are outlined in Chart 39 below.

Chart 43

Procurement Items and Services

(Source: Author of Study, 2022)

Items		
Description	Justification	Needed By
Play Dough	To be used by parents during the workshop.	1 week before Workshop 1
Pipe Cleaners	To be used by parents during the workshop.	1 week before Workshop 1
Bottle Caps	To be used by parents during the workshop.	1 week before Workshop 1
Packaging Bags	To hold parent resources for workshops.	1 week before Workshop 1
Sealer	To seal packaging bags for parents for workshop.	1 week before Workshop 1
Services		
Presenters	To prepare and present workshop content to parents.	2 months before Workshop 1
Actors	To support the presenters in the role play component of the workshop.	2 months before Workshop 1
Digital Content Generators	To prepare all digital content for in preparation for and during the workshop.	2 months before Workshop 1

4.9.5 Procurement Terms of Reference and Contracts

In relation to the procurement of services, a TOR will be created for the presenters, actors and digital content generators. After the selection process, contracts which align with the TOR will be signed. Time and Material Contracts will be used in this regard.

There will not be a contract for the materials purchased, as the purchase will be made through the only supplier on the island. The supplier will provide a quote prior to and an invoice following collection of items.

4.9.6 Procurement Risks and Risk Management

There are some potential risks in the area of procurement management. These risks were identified in Section 4.8. Chart 43 outlines procurement risks and management of those risks.

Chart 44

Procurement Risk and Risk Management
(Source: Author of Study, 2022)

Procurement Risk	Risk Management
Materials may not be available in store as there is only one vendor on island.	Contact the vendor at the start of the project to outline material needed and timeline.
Quantity of materials required may not be available.	Contact the vendor at the start of the project to outline quantity of materials needed and timeline.
Applicants for services do not meet TOR requirements.	Build schedule contingency for extension of call for applicants.
Change in cost of venue due to pandemic cost inflations.	Sign the venue contract immediately after approving venue.
Output from service providers do not meet expectations and specifications.	Ensure that feedback component of Communication Management Plan is implemented.

4.9.7 Cost Determination

Procurement of services will reflect fixed rates according to current market value. This rate will be embedded in the service provider's contract. Cost for materials will be obtained via a quote from the sole vendor for items needed. The quote must include the material description, quantity, unit cost per material, total cost for request quantity and total cost for all items requested.

4.9.8 Vendor and Service Provider Management

In order to ensure that deliverables are met, the project manager will organize for meetings with the vendors and service providers. During the initial meeting, the requirements and expectations will be shared. Following the initial contact, follow-up check-in meetings will be conducted to ensure that procurement expectations are being met. Meetings will be scheduled by the project steering committee who would in turn report to and update the project manager. An established feedback mechanism which captures the vendor's performance in the following areas will be documented by the project steering committee using Microsoft Forms. Results will be sent directly to the project manager. Any areas falling below expectations will be addressed by the project steering committee and escalated to the project manager, where necessary.

Figure 34

Vendor Management Matrix

PDF LOCKED Vendor Management Matrix

Please provide feedback on the vendor in the areas outlined below on a scale of 1-3. 1 - Below Expectation, 2 - At expectation and 3 - Above expectation.

Hi, Dabindu. When you submit this form, the owner will see your name and email address.

1. Name of Vendor

Enter your answer

2. Service or Material Provided

Enter your answer

3. Cost

1 2 3

4. Quality

1 2 3

5. Schedule

1 2 3

6. Efficiency

1 2 3

7. Please add comments below

Enter your answer

Submit

This content is created by the owner of the form. The data you submit will be used for the form owner's internal use and is not responsible for the privacy or security practices of the customer, including those of this form owner. Never give out your personal information.

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Note. Source: Author of Study, 2022

4.9.9 Procurement Management, Change Process

Any changes in relation to procurement must be submitted to the project manager via the change management form. The project manager will discuss with the project sponsor and will respond in 1-2 days outlining whether the request is accepted or denied. Any changes will lead to an update of the Procurement Management Plan.

4.10 STAKEHOLDER MANAGEMENT PLAN – PDF LOCKED PARENT EMPOWERMENT PROGRAMME

DOCUMENT TRACKING STAKEHOLDER MANAGEMENT PLAN

			
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Document Owner	SparkED		
Project Title	PDF LOCKED PARENT DEVELOPMENT PROGRAMME		
Project Manager	Zahnela Claxton		
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1.0	May 7, 2022	Initial version of the document	
APPROVALS			
Name	Role	Signature	Date
	Project Sponsor		
Zahnela Claxton	Project Manager		

4.10.1 Introduction

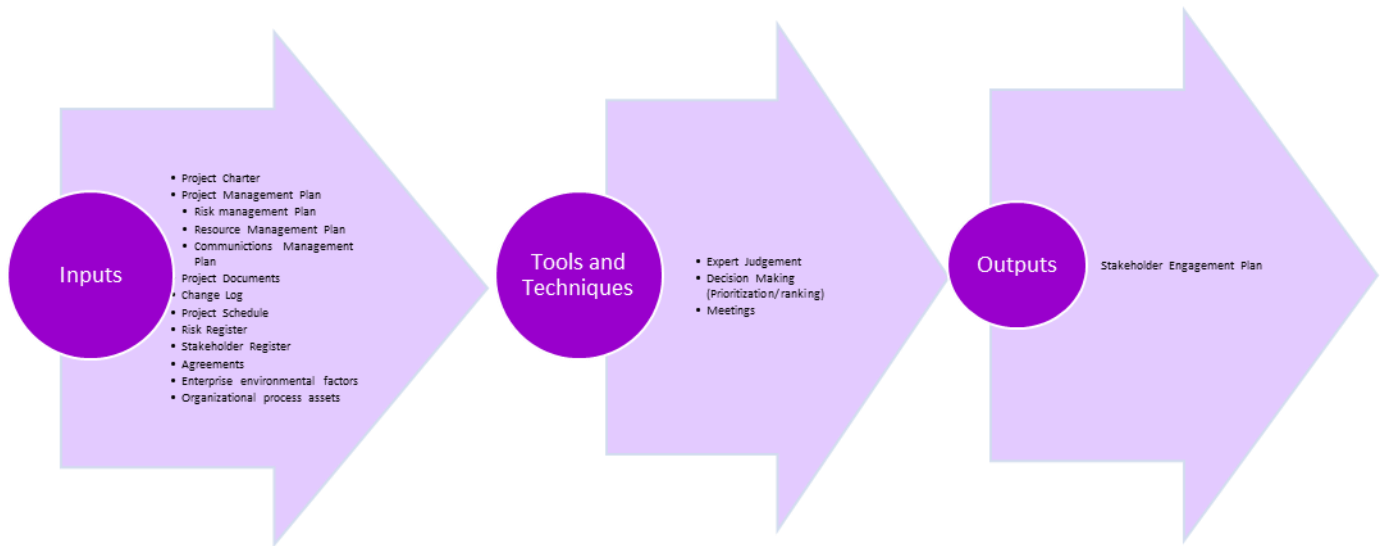
The Stakeholder Management Plan is the final objective of the PDF Locked, Parent Development Forum. The objective states, “To develop a stakeholder management plan which facilitates the identification and subsequent involvement of all stakeholders.” Stakeholder management is very important to the success of any project. The Project Management Body of Knowledge (2017) indicates that Project Stakeholder Management includes the processes required to identify the people, groups or organizations that could impact or be impacted by the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. The Project Stakeholder Management processes are as follows: identify stakeholders, plan stakeholder engagement, manage stakeholder engagement and monitor stakeholder engagement.

4.10.2 Stakeholder Management Approach

Stakeholders will be identified at the beginning of the project and will be included in all project management plans as well as the project charter. Stakeholders for the PDF-Locked Parent Development Forum are direct or indirect and have various levels of power, interest and impact. Stakeholders will be engaged from the onset of the project and throughout the project. To ensure effective stakeholder engagement, communication with the stakeholders will be consistent. Additionally, planning stakeholder management is imperative. There are various inputs, techniques, tools and outputs which contribute to planning stakeholder management. Figure 24 outlines the inputs, techniques, tools and outputs for this process.

Figure 26

Process for the development of the Stakeholder Management Plan



Adapted from the Project Management Body of Knowledge, 2017, p. 516

4.10.3 Stakeholder Management Roles and Responsibilities

In order for the stakeholder management plan and to have effective stakeholder engagement, some key stakeholders must execute responsibilities in stakeholder management and engagement. Chart 46 outlines the roles and responsibilities in relation to stakeholder management and engagement.

Chart 45*Stakeholder Management Roles and Responsibilities*

(Source: Author of Study, 2022)

Role	Responsibilities
Project Sponsor	<ul style="list-style-type: none">• Provides a framework for stakeholder engagement and management• Provides support the project manager• Resolves stakeholder issues when escalated by project manager• Ensures that stakeholders are involved in the project• Ensures that the proper communication strategies are in place which facilitate stakeholder engagement and involvement
Project Manager	<ul style="list-style-type: none">• Works with members of the steering committee and project sponsor to create a stakeholder management plan• Identifies and ranks stakeholders• Manages relationships with and among various stakeholders• Keeps stakeholders abreast and informed• Escalates stakeholder issues which cannot be resolved to the project sponsor
Project Steering Committee	<ul style="list-style-type: none">• Assists the project manager with the development of the stakeholder management plan• Engages stakeholders such as the Education Officers and vendors

	<ul style="list-style-type: none"> • Provides reports on stakeholder engagement to the project manager • Resolve stakeholder issues • Escalate stakeholder issues which cannot be resolved to the project manager
Education Officers	<ul style="list-style-type: none"> • Engage stakeholder such as the principals, parents and vendors (if assigned/necessary) • Provide reports on stakeholder engagement to the project steering committee • Resolve stakeholder issues • Escalate stakeholder issues which cannot be resolved to the project steering committee
Principals	<ul style="list-style-type: none"> • Engage stakeholders such as teachers and parents • Provide reports on stakeholder engagement to the Education Officers • Resolve stakeholder issues • Escalate stakeholder issues which cannot be resolved to the Education Officers

4.10.4 Identify Stakeholders

In order to effectively manage and engage stakeholders, they must be identified. All stakeholders, whether direct or indirect, are integral to the success of the project. Chart 42 outlines the stakeholders of the PDF-Locked Parent Development Forum. Each stakeholder is identified by a uniquely assigned ID number which starts with one. The chart also indicates whether the stakeholder is a direct or indirect stakeholder.

Upon identifying the stakeholders, a Stakeholder Register is created with the aim of documenting the stakeholders. The matrix includes the ID number which was assigned to the stakeholder, the stakeholder, the functional area which indicates the way in which the stakeholder is involved, the roles and responsibilities, main expectations and requirements as well as the influence and impact of the particular stakeholder on the project. Chart 47 provides the Stakeholder Register.

Chart 46

PDF-Locked, Parent Development Forum's Stakeholders

(Source: Author of Study, 2022)

ID	Stakeholder	Direct/Indirect
1	Project Sponsor	Direct
2	Department of Education	Direct
3	Project Manager	Direct
4	Project Steering Committee	Direct
5	Education Officers	Direct
6	Principals	Direct
7	Parents	Direct
8	Presenters	Direct
9	Actors	Direct
10	Digital Content Generators	Direct
11	Venue Owner/Manager	Direct
12	Vendors	Direct
13	Venue Staff	Indirect
14	Teachers	Indirect
15	Media Houses	Indirect
16	Community members	Indirect
17	Social Media users	Indirect
18	Children of attendees	Indirect

Chart 47

PDF-Locked, Parent Development Forum's Stakeholder Register

(Source: Author of Study, 2022)

ID	Stakeholders	Functional Area	Roles/Responsibilities	Main Expectations	Major Requirements	Influence	Impact	Additional Comments
1	Project Sponsor	Sponsorship	Provide overall support for the project including funding.	Project completion	Successful completion of project within schedule, cost and scope requirements	High	High	
2	Department of Education	Sponsorship	Provide in kind contributions to the project	Project completion	Successful completion of project within schedule, cost and scope requirement	High	High	

					s			
3	Project Manager	Project Management	General oversight of the project and all project management processes.	Project completion	Successful completion of project within schedule, cost and scope requirements	High	High	
4	Project Steering Committee	Project Management	Support the project manager in project planning and implementation.	Project completion	Successful completion of project within schedule, cost and scope requirements	High	High	
5	Education Officers	Project Management	Liaise between Steering Committee and schools to ensure	Smooth flow of information	To be kept abreast of project	High	Medium	

			efficient flow of information and feedback.		information			
6	Principals	Project Management	Liaise among Education Officers, schools and community to ensure efficient flow of information and feedback.	Timely updates and information	Provision of updates and forum for feedback.	High	High	
7	Parents	End Users	Attend the event and provide feedback.	Well delivered sessions which prepare them to work with their children	Clearly explained and presented strategies	High	High	
8	Presenters	Workshop	Present content to parents and ensure active engagement.	Clear information and	Timely feedback from project	High	High	

				feedback	leads			
9	Actors	Workshop	Support the presenters in the presentation of content.	Adequate preparation for sessions	Training sessions to support implementation	Medium	High	
10	Digital Content Generators	Workshop	Create digital content related to the project for informational and marketing purposes.	Content generation and dissemination	Provision of information to create digital resources	Low	High	
11	Venue Owner/Manager	Service/ Workshop	Provide venue booking information and ensure that venue is prepared for the workshop.	Provide the venue within budget	Appropriate use of facility during event	Low	Medium	
12	Vendors	Supply and sales	Provide the requested resources and the requisite quantities.	Costs no exceeding current market value	Clearly outlined item and quantity lists	Medium	High	
1	Venue Staff	Service/	Serve all stakeholders	Positive	Clearly	Low	Medium	

3		Workshop	present for the workshop	interactions with persons involved in project.	outlined instructions			
1 4	Teachers	Project Support	None	Parents will be able to support children in the event of school closure.	Encourage parents to attend	Low	Medium	
1 5	Media Houses	Media	Facilitate interviews and coverage	Interviewees are prepared for interviews.	Timely scheduling of interviews	Low	Medium	
1 6	Community members	Other	None	Project supports academic recovery	None	Low	Low	
1	Social Media	Other	None	Share links	None	Medium	Medium	

7	users			and information				
1 8	Children of attendees	Other	None	Parents can support them when school is physically closed.	None	Low	Low	

4.10.5 Analyze Stakeholders

In order to ensure the successful stakeholder engagement and by extension the project's success, an analysis of the stakeholders is necessary. A power interest matrix which reflects the stakeholders' grouping according to their power and interest in the project's completion had to be conducted. A Power Interest Matrix was first created. The matrix is shown in Chart 49. Following the creation of the matrix, a Power/Interest matrix was generated. Figure 36 reflects the Power/Interest of the PDF Locked, Parent Development Forum project.

Chart 48

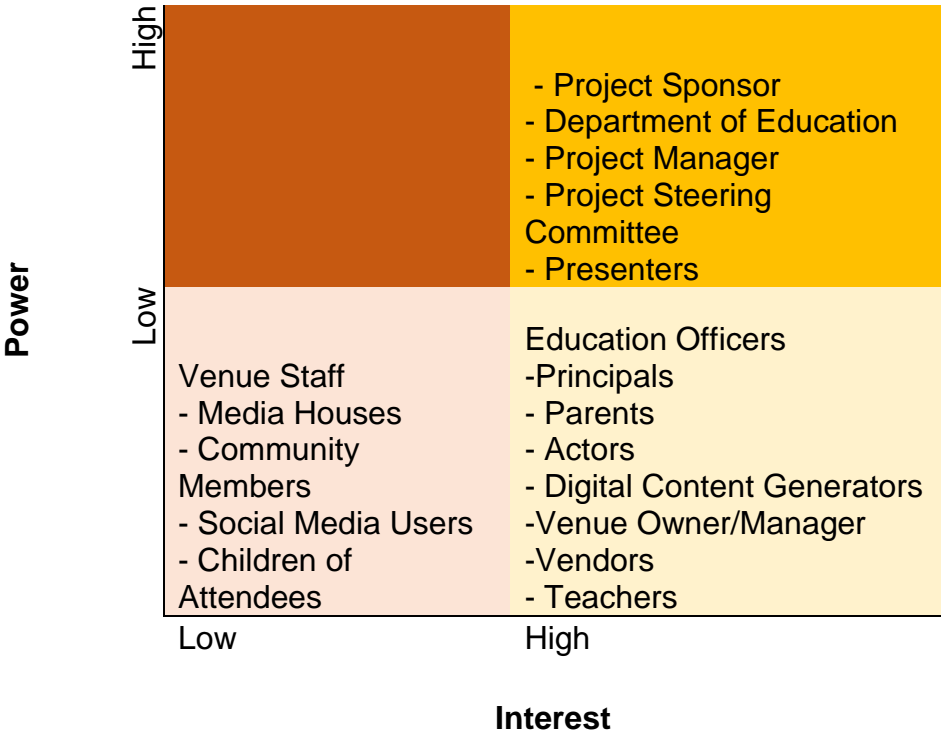
PDF Locked, Parent Development Forum's Stakeholder Power Interest Matrix

(Source: Author of Study, 2022)

ID	Stakeholders	Classification	
		Power (Low/High)	Interest (Low/High)
1	Project Sponsor	High	High
2	Department of Education	High	High
3	Project Manager	High	High
4	Project Steering Committee	High	High
5	Education Officers	Low	High
6	Principals	Low	High
7	Parents	Low	High
8	Presenters	High	High
9	Actors	Low	High
10	Digital Content Generators	Low	High
11	Venue Owner/Manager	Low	High
12	Vendors	Low	High
13	Venue Staff	Low	Low
14	Teachers	Low	High
15	Media Houses	Low	Low
16	Community members	Low	Low

17	Social Media users	Low	Low
18	Children of attendees	Low	Low

Figure 27
 Power/Interest Matrix of the PDF Locked, Parent Development Forum project



Note. Source: Author of Study, 2022

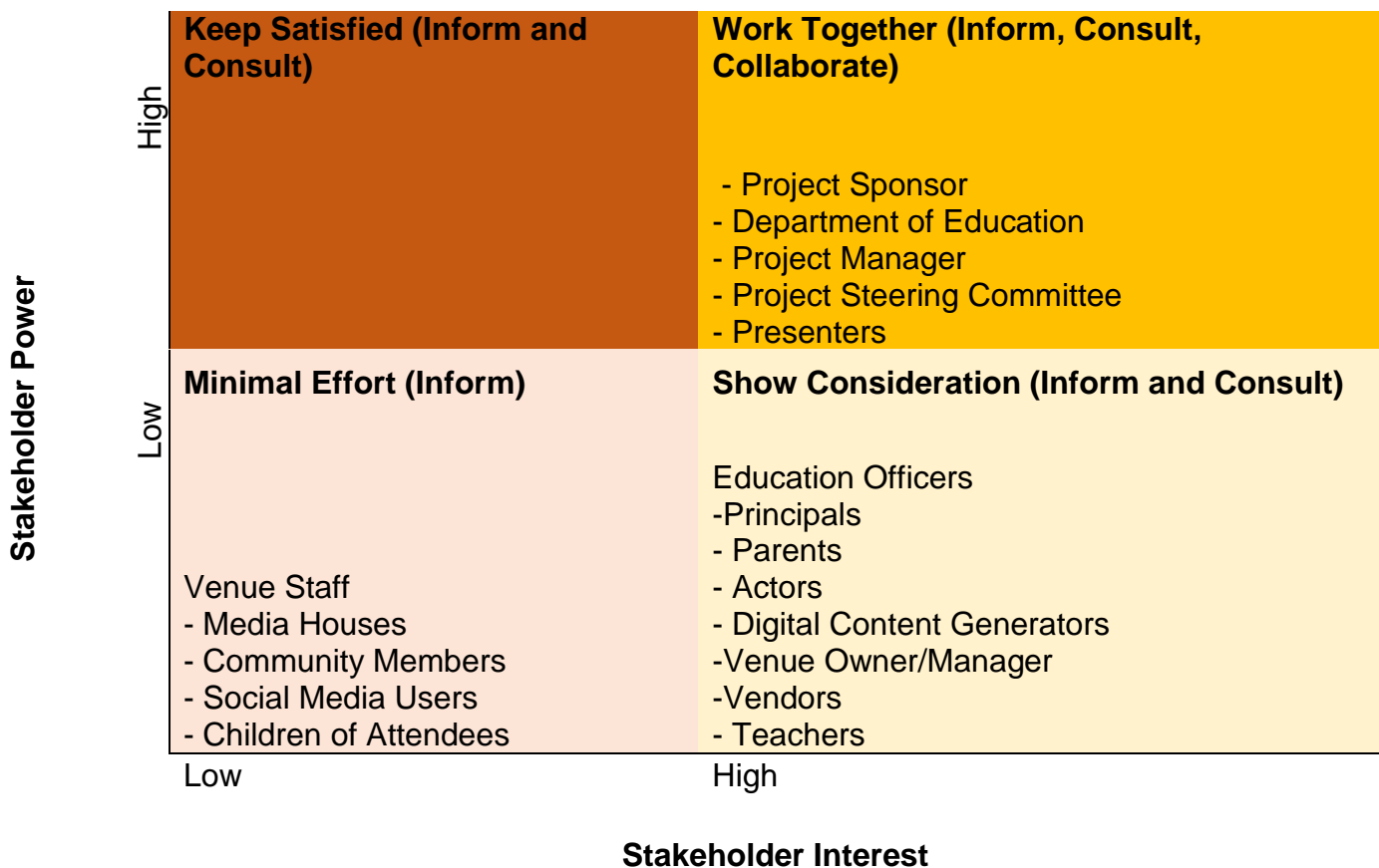
4.10.6 Manage Stakeholders

In an attempt to manage stakeholders, an integral part of the Stakeholder Management Plan is to determine how each stakeholder should be approached. The aim is to maintain or increase the stakeholders’ level of interest in the project. As such, Figure 26 outlines the management strategy for each stakeholder. Awareness of the stakeholders’ interest and power can then help to garner support from reluctant or indifferent stakeholders, which would in turn contribute to the success of the project. The

management strategies to be implemented are: Keep Satisfied (Inform and Consult), Work Together (Inform, Consult Collaborate), Minimal Effort (Inform) and Show Consideration (Inform and Consult). The matrix will be updated throughout the duration of the project. Additionally, an assessment will be done of each stakeholder's current (C) and desired (D) status. The Project Management Body of Knowledge (2017), speaks to the following categories for the Stakeholder Engagement Assessment Matrix: Unaware, Resistant, Neutral, Supportive and Leading. Chart 45 reflects the Stakeholder Engagement Assessment Matrix for the PDF-Locked, Parent Development Forum project.

Figure 28

Stakeholder Engagement Matrix of the PDF-Locked, Parent Development Forum project



Note. Source: Author of Study, 2022

Chart 49*Stakeholder Engagement Assessment Matrix.*

(Source: Author of Study, 2022)

ID	Stakeholders	Unaware	Resistant	Neutral	Supportive	Leading
1	Project Sponsor					CD
2	Department of Education				C	D
3	Project Manager					CD
4	Project Steering Committee					CD
5	Education Officers				C	D
6	Principals				C	D
7	Parents			C	D	
8	Presenters				C	D
9	Actors			C	D	
10	Digital Content Generators			C	D	
11	Venue Owner/Manager			C	D	
12	Vendors			C	D	
13	Venue Staff	C			D	
14	Teachers			C	D	
15	Media Houses	C			D	
16	Community members	C			D	
17	Social Media users	C			D	
18	Children of attendees	C			D	

4.10.7 Stakeholder Management Plan, Change Process

The Stakeholder Management Plan can only be changed through the requisite change management processes. Formal requests can be made through the change management form. The requests will either be accepted or denied by the project manager. Should the request be accepted, the Stakeholder Management Plan would be updated. Should the request be denied, the rationale would be communicated to the relevant member of the team.

CONCLUSIONS

1. The Project Management Plan for the PDF-Locked, Parent Development Forum project was guided by research and the use of the Sixth Edition of the Project Management Body of Knowledge (2017). The plan incorporates all ten (10) knowledge areas namely: Project Integration Management, Project Scope Management, Project Schedule Management, Project Cost Management, Project Quality Management, Project Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management and Project Stakeholder Management. There is a project objective which aligns with each knowledge area. Additionally, explanations as to how each knowledge area should be implemented, monitored and controlled and instructions for the change management process are included.
2. The Integration Management Plan seeks to unify all of the other knowledge areas. This component includes the project charter which presents the business case, requirements, risks, assumptions and stakeholders.
3. The Scope Management Plan outlines the scope of the project and includes components such as the Work Breakdown Structure (WBS) and Dictionary. The Scope Management Plan addresses the activities, project requirements and acceptance criteria. The plan also addresses activities which are not captured in the scope of the PDF-Locked, Parent Development Forum project. This approach minimizes the likelihood of scope creep occurring during the project.
4. The Schedule Management Plan reflects the proposed and expected timelines for the PDF-Locked, Parent Development Forum project. The plan aligns with the WBS and connects the activities to the schedule. The critical path was established using Microsoft Projects. The aim is to minimize delays and ensure that the project is completed on schedule.
5. The Cost Management Plan captures the budget and anticipated costs of the PDF-Locked, Parent Development Forum project. This was done using cost estimation. Contingency and Management Reserves were also included in the project. The proposed budget for the project is \$36,958.82. The change request process is also included should a request be made by a stakeholder.
6. The Quality Management Plan is integral in ensuring the project's standards are maintained. Quality Assurance was therefore embedded into the project and

includes the requirements, specifications, assurance activity, schedule and the stakeholder who is responsible for executing. Additionally, measures for Quality Control and Improvement are included, and the Plan-Do-Check-Act Cycle is used.

7. Resources are important to the success of the PDF Locked, Parent Development Forum project. The Resource Management Plan outlines the resources for the project which include human resources as well as materials and supplies. Estimating Resources and the creation of a Resource Breakdown Structure are also fundamental. A component of the Resource Management Plan is acquiring, developing and training the team. Additionally, there is evidence of approaches to team building and conflict resolution.
8. The Communications Management Plan includes the communication standards, communication matrix and reporting approach are included. Additionally, the mechanisms for communication which include Microsoft Forms, emails, reports, meetings (both virtual and in person) and debriefings form part of the Communications Management Plan. Effective and efficient communication are important to the success of every project. The project manager and team must ensure that the plan is being adhered to and that the necessary adjustments are made to facilitate communication.
9. Risks are inherent to any project. As such, a Project Risk Management Plan was developed. The preliminary project risks were identified in preparing the project charter and were further developed along the way. The Project Risk Management Plan allows for the identification of the risk, the compilation of qualitative analysis and the presentation of the Probability and Impact matrices as well as the Risk Breakdown Structure, RBS, and the approaches for risk management and response. The responses included in this project are accept, mitigate and transfer.
10. The Procurement Management Plan speaks to the processes for acquiring materials or services for the project. In order to procure services for the project, terms of reference will be created and then the corresponding contracts developed. The plan also addresses procurement risks and risk management, cost determination and vendor and service provider management.

11. Stakeholders are the foundation of any project. The stakeholders, both direct and indirect, were identified. Also, a stakeholder register was created which addresses the power and impact of stakeholders as well as the requirements and expectations of the stakeholders. Stakeholders' power and interest were also analyzed and a stakeholder engagement assessment matrix was compiled.

RECOMMENDATIONS

1. The Department of Education should use the project management methods and tools employed in the PDF-Locked, Parent Development Forum project as a model for other projects implemented. Additionally, the forms created can be used as templates for future projects. A project manager should be identified to lead all projects at the Department of Education
2. The designated project manager should create an Integration Management Plan for project manager. A project charter which includes a minimum of the business case, objective, specific objectives, stakeholders, preliminary scope, requirements, assumptions, constraints, risks, and preliminary budget should be developed.
3. The Department of Education should develop future Scope Management Plans using the template developed during this project. The plan scope management process with the outputs: the Work Breakdown Structure, WBS Dictionary and Requirements Traceability Matrix and the Change Request Forms should be used as outlined in the plan. This will ensure that scope creep is minimized.
4. The project manager should focus on ensuring that all marketing is done on schedule so that the project would be successful. Deviations from the schedule would lead to delays and an increased possibility of an unsuccessful project.
5. The project steering committee should pay special attention to the cost management plan to ensure that there are no cost overruns. As this project is funded externally, there will be added layers of accountability in ensuring that the Cost Management Plan is adhered to.
6. The project steering committee and project manager should ensure adherence to the Quality Management Plan. This project is dependent on quality, particularly in the areas of presenter information and digital content generation.

7. As resources are integral to the project, the project manager should ensure that human resources are managed well. The various stakeholders can negatively affect the project if they do not receive the necessary support. Team Building and conflict management activities should be priorities and should be implemented as planned.
8. The project management should pay keen attention to the identified risks and be alert in relation to risks may arise with the project. The established risk management strategies and resources should be applied to new risks which may be identified during the project.
9. The project manager should place emphasis in ensuring that the communication during the project is efficient as internal communication, with the project team and external, particularly with the target audience is important. Adjustments should be made, as needed, to facilitate the success of the project.
10. The Department of Education should ensure that the practices and templates developed during the procurement management plan are used during the project. The templates can also serve as documents for future projects.
11. As stakeholders are key to the project, the project manager should ensure that stakeholder engagement is current, and the plan is updated, as needed.

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APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
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.	
Date	Project Name:
November 14, 2021	Management Plan for the Parent Development Forum (PDF) – Locked Parent Empowerment Project in Nevis.
Knowledge Areas / Processes	Applicacion Area (Sector / Activity)
<p>Knowledge areas:</p> <ul style="list-style-type: none"> • Project Integration Mangement, • Project Scope Management • Project Time Management, • Project Cost Management, • Project Resource Management • Project Resource Management, • Project Communication Management, • Project Risk Management • Project Procurement Management • Project Stakeholder Management <p>Process groups:</p> <ul style="list-style-type: none"> • Project Initiation • Project Planning 	Education
Start date	Finish date
November 14, 2021	February 14, 2022
Project Objectives (general and specific)	
<p>General objective: To develop a Project Management Plan for the Parent Development Forum (PDF) – Locked Parent Empowerment Project in Nevis to create a framework and roadmap for the effective cost, resource and procurement planning and efficient communication and stakeholder engagment.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 11. To create a cost management plan to ensure the efficient allocation and distribution of funds to the Parent Development Forum (PDF) – Locked Parent Empowerment Project. 12. To conduct a scope management plan to facilitate the execution of the Parent Development Forum (PDF) – Locked Parent Empowerment Project. 13. To create a Time Management Plan which ensures that the project remains on schedule and that the project is completed within the preapproved timeframe. 14. To develop a resource management plan so that the resources can be effectively catered for and allocated. 15. To develop a procurement Management Plan which outlines the expectations for procurement of resources needed for the project. 	

16. To develop a stakeholder management plan which facilitates the identification and subsequent involvement of all stakeholders.
17. To create a communication management plan to allow for efficient communication among all stakeholders.
18. To create a risk management plan which mitigates potential risks to the project management plan.
19. To develop a quality management plan which sets the standards and criteria for the project.
20. To create a project integration management plan which combines all components to create a unified project.

Project purpose or justification (merit and expected results)

Following a little over a year and a half of consistent school closures and inconsistent face to face instruction as a result of the COVID 19 pandemic, the Department of Education on Nevis has observed that children across all levels on the island have experienced academic or learning loss and are therefore falling below their grade level. In light of this, the Department noted that in order to be able to support students and decrease the learning gaps, parents must be equipped with skills to support children while they are at home.

The PDF –Locked Parent Empowerment Project was conceptualized to address the aforementioned concerns. As a new project, the development of a project management plan which incorporates the requisite knowledge areas and processes is imperative. The project will receive funding from the Nevis Island Administration, the island's local government as well as the Caribbean Development Bank (CDB). The project aligns with the UNICEF Child Friendly/Effective Schools Initiative as well as the recent (2021) Caribbean Development Bank/CARICOM/Organization of the Eastern Caribbean States' Let's REAP Initiative. Both initiatives promote parents as active participants in their child's learning and underscore the value of parent-school partnerships.

The processes, documents, and general project management plan created will be instrumental in guiding the way forward for the PDF –Locked Parent Empowerment Project and will maximize the potential for the project's success.

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

The FGP will seek to develop a framework for the PDF-Locked Parent Empowerment Project Management Plan which includes the necessary knowledge areas and processes with coinciding subsidiary management plans. The subsidiary management plans include:

- Scope and Schedule Management Plans which will ensure that the project details and timelines are outlined and can be easily followed.
- Guidelines for the efficient use of funds through the Cost Management Plan
- An outline for the expectations for proper communication through the Communication Management Plan
- Identification of the relevant stakeholders and their roles in the project through the Stakeholder Management Plan
- Plan to identify and mitigate corresponding risks through the Risk Management Plan
- Plan for the procurement and efficient use of resources through the Procurement and Risk Management Plans.

The FGP will also incorporate the related trends and information related to the development of this project through the use of bibliographical references and the incorporation of best practices as outlined in the PMBOK 2017.

Assumptions

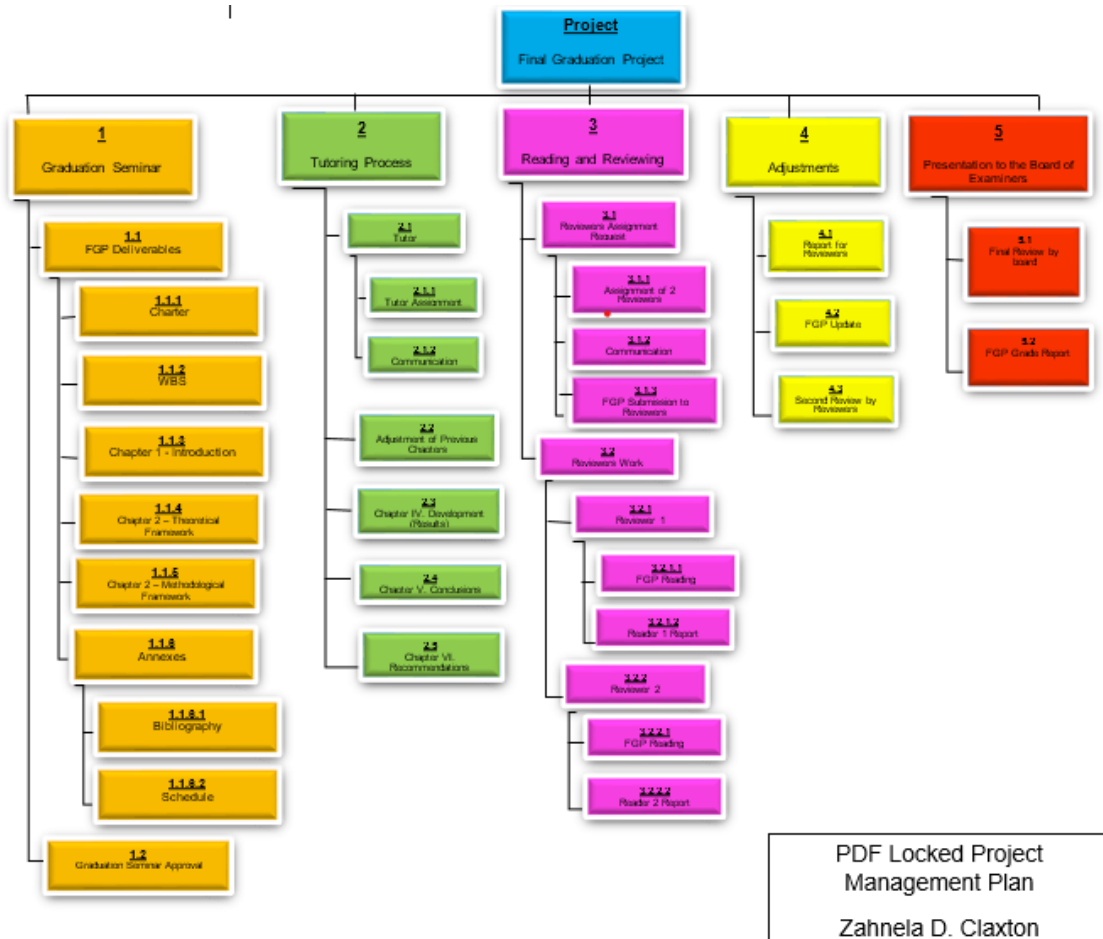
The following assumptions can be made as it relates to the PDF-Locked, Parent Empowerment Project Management Plan:

7. No factors will prevent the candidate from completing the assigned tasks.
8. All deadlines related to the development of the project will be met.
9. The candidate understands the expectations of the assignment and will execute as expected.
10. Supporting information to guide the development of the project will be readily available.
11. The candidate will have the resources such as computer and Internet access to complete the FGP.
12. The tutor(s) will be responsive to the candidate and will do so in a timely manner.

Constraints		
The following constraints can have direct implications of the successful completion of the project:		
<ol style="list-style-type: none"> 4. The candidate may not have sufficient time to complete the requirements due to work constraints. 5. The established time-frame as set by the university is very short. 6. There is only one person working on the Project Management Plan as opposed to an entire project team. 		
Preliminary risks		
The following preliminary risks have been identified:		
<ol style="list-style-type: none"> 4. If the candidate does not complete the requisite coursework on time, then the project plan would not be completed. This will directly impact time and scope. 5. If the tutors are not responsive and timely, then the candidate may not submit the caliber of work which is expected. This will directly impact quality and time. 6. If proper time management measures are not implemented, then the candidate may miss submission of deliverables. This will impact quality and time. 		
Budget		
The proposed budget for the development of the Project Management Plan is \$0. Cost incurred are associated with project implementation.		
Milestones and dates		
Milestone	Start date	End date
FGP Seminar	November 8, 2021	December 12, 2021
Tutoring	December 13, 2021	January 9, 2022
Reading by Reviewers	January 10, 2022	January 23, 2022
Adjustments	January 24, 2022	February 7, 2022
Presentation to the Board of Exams	February 10, 2022	February 14, 2022

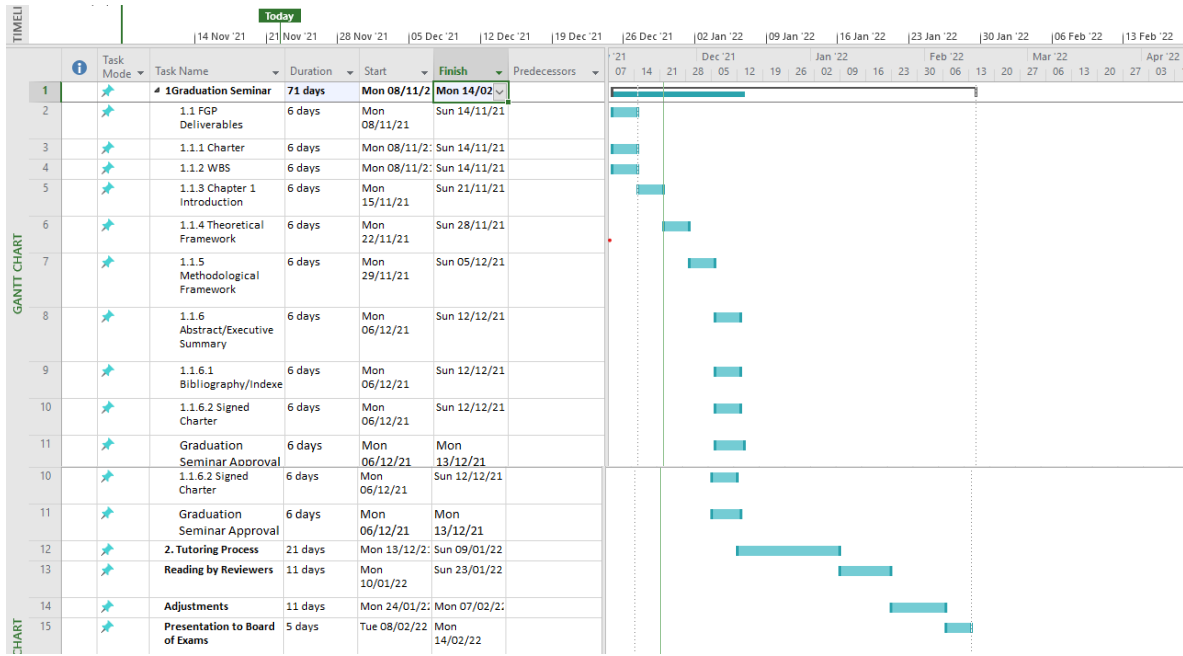
Relevant historical information	
The Department of Education has undertaken several projects to empower and equip parents. However, the projects in the past lacked a proper project management plan and in some instances, there was no plan at all. This plan should facilitate the successful implementation of the project. As such, this project will be the first project to be implemented by the Department of Education which aligns with project management best practices.	
Stakeholders	
Direct stakeholders:	
<ul style="list-style-type: none"> • Zahnela Claxton (candidate), tutor, UCI, Department of Education, principals, teachers, parents and guardians, CDB 	
Indirect stakeholders:	
<ul style="list-style-type: none"> • Media, Community members, family members of candidate 	
Project Manager: ZAHNELA D. CLAXTON	Signature:
Authorized by:	Signature:

Appendix 2: FGP WBS



PDF Locked Project Management Plan
Zahnela D. Claxton

Appendix 3: FGP Schedule



Appendix 4: Project Acceptance Criteria



Project Acceptance Criteria

The following requirements must be met for the project to be accepted as complete:

- All of the outlined components of the project management plan are completed which include:
 - The Scope Management Plan,
 - The Schedule Management Plan,
 - The Cost Management Plan,
 - The Resource Management Plan,
 - The Quality Management Plan,
 - The Communication Management Plan,
 - The Risk Management Plan,
 - The Procurement Management Plan,
 - The Stakeholder Management Plan

- All requirements outlined in the Requirements Traceability Matrix.

If any requirement is missing, please note here and do not check the box.


- The document has been signed as approved by the project sponsor.

Upon reviewing all documents and ascertaining that the project management plan is complete, the Project Manager and Project Sponsor will sign off on the project plan

Approved by:


_____ PRINTED NAME PROJECT SPONSOR	_____ SIGNATURE	_____ DATE
_____ PRINTED NAME PROJECT MANAGER	_____ SIGNATURE	_____ DATE

Appendix 5: Project Change Request

 PROJECT CHANGE REQUEST	
Name of Project	
Request Initiated by	
Date Initiated	
Priority (select one)	<input type="checkbox"/> LOW <input type="checkbox"/> MEDIUM <input type="checkbox"/> HIGH
DETAILS OF REQUEST	
Description	
Justification	
Impact on	<input type="checkbox"/> Scope <input type="checkbox"/> Schedule <input type="checkbox"/> Cost <input type="checkbox"/> Communication <input type="checkbox"/> Stakeholders <input type="checkbox"/> Other _____

Effect on Deliverables	
Impact of not implementing the proposed change	
TO BE COMPLETED BY THE PROJECT MANAGER	
Decision	<input type="checkbox"/> Accept <input type="checkbox"/> Reject
Reason for the Decision	
Date	
Name (PRINT)	
Signature	

Appendix 6: PDF Locked Team Performance Survey



PDF LOCKED Team Performance Survey

This survey should be completed monthly for each person involved in the project. The survey should be completed by the individual who has direct oversight of the person being evaluated. Rank the individual on a scale of 1-5 in each area. Persons having 3 or more areas with fewer than 3 stars will be part of a follow up conversation with the project manager.

Hi, Zahnela. When you submit this form, the owner will see your name and email address.

1. Name of Team Member

2. Attendance



3. Efficiency



4. Initiative



5. Quality of Work




6. Completion of Tasks according to schedule



Submit

Appendix 7: Workshop Feedback Survey



End of Workshop Survey - PDF LOCKED

This survey seeks to capture your feedback on the workshop for parents who want to be able to support their children from home during physical closure of schools.

1. How would you rate your experience for this workshop?

☆☆☆☆☆

2. Did the sessions bring additional clarity on instructional strategies in literacy?

Yes
 Somewhat
 No

3. Give one high point of the session.

4. Give one low point of the session.

5. Please share how this workshop has prepared you to support your child/ward at home.

6. Has this workshop helped you to support your child/ward at home?

Yes
 No

7. Please state any areas for improvement. This will guide the planning of future workshops.

[+ Add more](#)

Appendix 8: Vendor Management Matrix

The image shows a screenshot of a web-based survey form titled "PDF LOCKED Vendor Management Matrix". The form is set against a dark blue header with a logo on the left. Below the header, there is a white area with a dark blue border containing the survey questions. The questions are numbered 1 through 7. Questions 1, 2, and 7 are text input fields. Questions 3, 4, 5, and 6 are radio button selection questions with three options labeled 1, 2, and 3. Question 7 is a text input field for comments. At the bottom of the form is a dark blue "Submit" button. Below the form, there is a small disclaimer and footer text.

PDF LOCKED Vendor Management Matrix

Please provide feedback on the vendors in the areas outlined below on a scale of 1-3. 1 - Below Expectation, 2-At expectation and 3 - Above expectation.

Hi, Deborah. When you submit this form, the owner will see your name and email address.

1. Name of Vendor

2. Service or Material Provided

3. Cost
 1 2 3

4. Quality
 1 2 3

5. Schedule
 1 2 3

6. Efficiency
 1 2 3

7. Please add comments below

Submit

This content is created by the system of the form. The data you submit will be used for the form owner Microsoft is not responsible for the privacy or security practices of its customers, including those of this form owner. Never give out your personal information.
Powered by Microsoft Forms | [Privacy and cookies](#) | [Terms of use](#)

Appendix 9: Certificate of Review

Palmetto Point, St. Kitts, W. I.
June 10th, 2022

Certificate of Review

Ms. Sophia Crawford
Academic Advisor
Master Degree in Project Management (MPM)
Universidad para la Cooperación Internacional (UCI)

Ms. Sophia Crawford:

I hereby confirm that Miss Zahnela DeShawn Claxton, as advised, has made all the corrections to the Final Graduation Project document: **PROJECT MANAGEMENT PLAN FOR THE PARENT DEVELOPMENT FORUM (PDF) – LOCKED PROJECT IN NEVIS**. During this process, grammatical, mechanical, and typographical errors, along with instances of expression and formatting, were adjusted to ensure an articulate standard of writing that is suitable for the presentation of this final project.

Regards,



Darylie Williams, MA
Lecturer
Clarence Fitzroy Bryant College
St. Kitts
W. I.

Appendix 10: Philologist's Credentials

