

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
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Project Management Plan for the construction of a Craft and Souvenir Village in
St. Vincent and the Grenadines

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DEDICATION

I dedicate this project to my late loving husband Andres M. Scott, who was my greatest supporter in my academic career. Andres had always encouraged me to pursue my passions which are tourism and project management, so that I can connect to the hearts of people. He advised me never to settle for mediocrity, as my desire is to daily harness and inspire the people around me to achieve their fullest potential. Frankly, he has brought out the best in me, through the many encouragement he offered to me. As I dedicate this project to my star that shines down on me from the heavenlies, may you feel my deepest gratitude and love. Love always.

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ABBREVIATIONS AND ACRONYMS

BREA	–	Business Research and Economic Advisors
CEO	-	Chief Executive Officer
GSVG	–	Government of St. Vincent and the Grenadines
JPC	-	Jewel’s Project and Consultancy Firm
NESDP	-	National Economic and Social Development Plan (2013-2025)
PMI		Project Management Institute-
PMBOK Guide		
PMP	-	Project Management Plan
RBS	-	Risk Breakdown Structure
SVG	–	St. Vincent and the Grenadines
SVGTA	-	St. Vincent and the Grenadines Tourism Authority
WBS	-	Work Breakdown Structure

EXECUTIVE SUMMARY

The Project Management Plan for the construction of a Craft and Souvenir Village is an instrumental and crucial document requested by the Government of St. Vincent and the Grenadines. Tourism is the main sector and it contributes considerably to the economic growth and development of St. Vincent and the Grenadines. There have been challenges faced by the industry both internally and externally as it strives to develop the product offerings of the destination. Moreover, there is a growing concern for quality of products and services as the tourism industry accelerates at a fast pace, it is therefore now more competitive than before, hence a level of standard and quality is required. Therefore, in attempt to compete within such a robust industry the government approached Jewel's Projects and Consultancy Firm (JPC) to develop the above-mentioned Project Management Plan.

The Project Management Plan for the construction of the Craft and Souvenir Village was developed as a methodical document with relevant tools, techniques, suitable knowledge areas and methodologies as a guide to solve the unavailability and the lack of infrastructure that is required to provide the opportunity for social and economic growth of the artisans and likewise the destination. Also, the Project Management Plan was created to provide good practices and proper guidance to the Government of St. Vincent and the Grenadines.

The specific objectives of the project are: to create a project charter in order to define the key input elements to develop the project management plan; to develop a scope management plan in order to ensure that all the work related to the project is completed successfully; to create a schedule management plan to ensure that all deliverables are completed within scheduled time; to develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle; to formulate a quality management plan so as to identify the quality requirements for the project and to ensure that the quality of the deliverables meet expectations for approval within the time, cost and scope constraints; to design a communication management plan in an effort to ensure a level of efficacy as it regards to communication of the project status and other important information; to develop a stakeholder management plan in which stakeholders will be identified in an attempt to gain effective stakeholder engagement; and to develop a risk management plan in an attempt to identify risks and develop responses to minimize the likelihood of the risks on the project.

Both primary and secondary data collection sources served as a basis for this research. Qualitative data was collected from mainly periodicals, specifically, books, journals and Newsletters. While, quantitative data was collected from surveys and statistical reports. It is imperative that the government of St. Vincent and the Grenadines takes into consideration the prepared Project Management Plan for the construction of the Craft and Souvenir Village for its successful implementation and execution of such a critical project to the tourism industry.

The overall success of the project is crucial, therefore continuity is paramount so the following recommendation have been made to the Ministry of Tourism, Sports and Culture: A regenerative approach to development is fundamental in this era,

therefore, training could be facilitated to all artisans so that the sector is developed and sustained using good practices and principles related to this approach.

The methodologies and good practices provided in the PMBOK Guide were the basis for the successful drafting of the objectives that were developed and fulfilled in the CSV Project Management Plan. Therefore, this project could be used as the benchmark for the development of future projects.

1. INTRODUCTION

1.1 Background

Jewel's Projects and Consultancy firm (JPC) is reliable and efficient in delivering services such as consultancy work and project management assistance to customers across several small island developing states. The company has been approached by the Government of St. Vincent and the Grenadines (GSVG) to deliver a Project Management Plan (PMP) for the construction of a Craft and Souvenir Village as part of the destination efforts to enhance the tourism product and services offered to visitors.

In the Caribbean, tourism is a critical sector and for some countries it is the largest sector that contributes significant economic return. Tourism is the main income contributor for St Vincent and the Grenadines. Albeit unfortunate, the Caribbean reality is that there are limited economic activities for which the countries can depend upon for sustainable economic development (Freitag, 1994).

It is the intention of JPC to provide a professional and workable project management plan to the St. Vincent and the Grenadines' Ministry of Tourism. According to the National Economic and Social Development Plan 2013-2025 (NESDP), re-engineering economic growth is a fundamental strategic goal of the government. Therefore, the plan would focus on the social and economic benefits of the craft/souvenir industry in St. Vincent and the Grenadines with significant enhancement of the destination's tourism product offering.

Additionally, the plan would provide the framework for the construction of the Craft and Souvenir Village for which an adequate facility would be made available for the targets to benefit from a more organized and structure exchange of service and products. Unfortunately, this service has been greatly

lacking since the introduction of tourism as the main economic driver for the destination.

Apart from the unavailability of a facility for the craft artisans to plight their trade, there has also been a need to improve the overall quality of service which is inclusive of the servicescape and quality of products produced by the craft artisans. According to a 2004 BREA report completed by the Florida Caribbean Cruise Association, St. Vincent and the Grenadines has lacked in providing quality craft and souvenirs to cruise visitors. Hence, to address these deficiencies the government has approached JPC to prepare a project management plan that would be utilized to address these problems.

1.2 Statement of the problem

As stated in the previous section, the Government of St. Vincent and the Grenadines has developed a strategic plan with a focus for growth and development. Based on the document, it is clear that re-engineering growth and the enhancement of the quality of service and product offerings within the tourism sector is of paramount importance. Therefore, it is believed that the government approached Jewel's Projects and Consultancy Firm to deliver a Project Management Plan for the construction of the Craft and Souvenir Village to solve the unavailability of the infrastructure that is needed to provide the opportunity for social and economic growth for the artisans and likewise the destination.

The Project Management Plan for the construction of the Craft and Souvenir Village is an essential document which would help to guide and provide good practices and proper guidance to the Government of St. Vincent and the Grenadines.

1.3 Purpose

The intention of this document is to develop a Project Management Plan for the construction of a Craft and Souvenir Plan to be presented to the Government of St. Vincent and the Grenadines.

The aim of the Project Management Plan is to provide the Ministry of Tourism, St. Vincent and the Grenadines with a professionally prepared document. Likewise, the plan would provide the framework for the construction of the Craft and Souvenir Village for which an adequate facility would be constructed for the target to benefit from a more organized and structured exchange of quality service and products.

Moreover, the PMP will lay out the following:

1. The relevant tools and techniques of eight (8) out of ten (10) knowledge areas set as the guide during the various stages of the Project Management Plan. The two (2) other plans namely, human resource plan and procurement management plan were not requested by the government, given that the Projects Department in the Ministry of Economic Planning is responsible for managing these aspect. Nevertheless, the project manager and project team would work closely with the department to ensure that all other aspects of the project are aligned and integrated.
- The strategies and ways in which the construction of the village could be successfully implemented and executed through structure processes to achieve the expected outcome.

1.4 General objective

To develop a Project Management Plan for the construction of a Craft and Souvenir Village.

1.5 Specific objectives

1. To create a project charter in order to define the key input elements to develop the project management plan.
2. To develop a scope management plan in order to ensure that all the work related to the project is completed successfully.
3. To create a schedule management plan to ensure that all deliverables are completed within scheduled time.
4. To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.
5. To formulate a quality management plan to identify the quality requirements for the project and to ensure that the quality of the deliverables meet expectations for approval within the time, cost and scope constraints.
6. To design a communication management plan to ensure a level of efficacy as it regards to communication of the project status and other important information.
7. To develop a stakeholder management plan in which stakeholders will be identified to gain effective stakeholder engagement.
8. To develop a risk management plan to identify risks and develop responses to minimize the likelihood of any negative risk.

2. THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

Company/Enterprise background

Jewel's Projects and Consultancy Firm was established in 2008. It first started as a small business which met the needs of entrepreneurs who had ideas but were unable to transform those ideas into an actual product or service. Although, the firm started out providing basic guidance to these individuals, the aim has always been to develop into a larger scaled company.

Albeit, the projects executed were successfully completed and given high praises of commendation. Therefore, the company expanded and launched in 2015 after executing and implementing various projects with government departments. At present, Jewel's Projects and Consultancy Firm is comprised of 2 directors, 2 consultants and 2 administrative staff. As a sustainable focused firm, we are committed to the organization and our customers, so there are several values entrenched in us as we aim to succeed and become the leading project management firm in this ever changing and evolving market. The foundational values of Jewel's Projects and Consultancy are excellence, integrity and knowledge empowerment.

JPC has provided consultancy work on behalf of the Caribbean Development Bank to several government departments in the Caribbean region. The consultancy work provided included training in the different project knowledge areas, and a train-the-trainers course in project planning.

In addition, JPC has so far managed four (4) major projects for the Government of St. Vincent and the Grenadines mainly through the creation of plans including, a Project Management Plan for the Construction of a Greenhouse, and a Communication Plan for the Ministry of Tourism.

The firm has been approached to develop a Project Management Plan for the construction of a Craft and Souvenir Village and is expected to successfully complete this plan over a three (3) months period.

Mission and Vision Statements

Mission:

To provide sustainable, cutting edge, relevant and applicable consultancy for all your project needs.

Vision:

To become the leading projects and consultancy firm in the world where every customer, who chooses Jewel's Projects and Consultancy Firm, leaves satisfied and enriched no matter the product or service.

Organizational structure

The roles within the firm for the delivery of a successful Project Management Plan for the construction of the village are clearly laid out below (Figure 1).

Chief Executive Officer - who is the leading member of staff focuses on the general operations of the firm. He ensures that the day-to-day operations of the firm are completed smoothly.

Board of Directors – functions include but are not limited to directing the company's affairs, creating strategy and ensuring that training and project implementation and executions are aligned to the firm's goals and values. The director stands as the mediator, who looks out for the needs and interest of each customer.

Consultants/Project Managers – are responsible for developing plans and managing the execution of projects that the firm implements as well as providing technical expertise to customers.

Administrative Staff - are responsible for documentation, running the internal day to day operations of the firm.

In order to successfully develop the plan for the Ministry of Tourism, the firm will work closely with the Permanent Secretary and Product Development Officer to collect relevant data that would enhance the value of the plan.

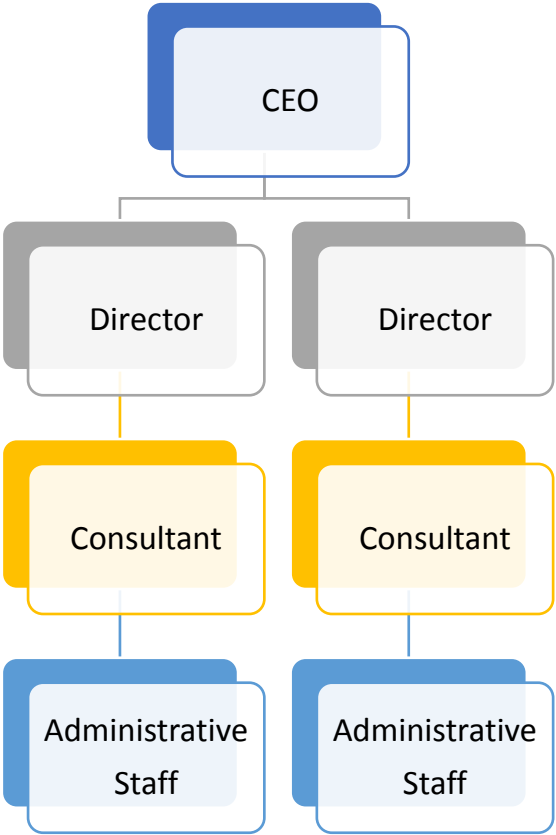


Figure 1. Organizational structure for Jewel’s Projects and Consultancy Firm (JPC)

Products offered

Jewel's Projects and Consultancy Firm's main product offerings include training in areas of project management, development of project management plans, formulation of plans related to the ten (10) knowledge areas and consultancy. As it relates to the FGP objectives the firm will provide a Project Management Plan for the construction of a Craft and Souvenir Village.

2.2. Project Management concepts

Project

Project is defined as "a temporary endeavour undertaken to create unique product, service, or result" (Project Management Institute, 2013, p.3). It is temporary because every project must have a definite start and end date. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met or when the need for the project no longer exists (Project Management Institute, 2013, p.3). The formulation of a Project Management Plan for the village has a definite start and a finish therefore it is deemed a project.

Project Management

Project Management is the "application of knowledge, skills, tools, and techniques to project activities to meet the project requirements" and realized through meticulous application and incorporation of the project management processes, which are categorized into five Process Groups." ("PMBOKGuideAgilePG.pdf," n.d., p.10). The various tools and techniques will be applied in the development of the Project Management Plan for the Craft and Souvenir Village. For instance, a stakeholder's register would be created and used in various communications, brainstorming sessions and project meetings.

Project Life Cycle

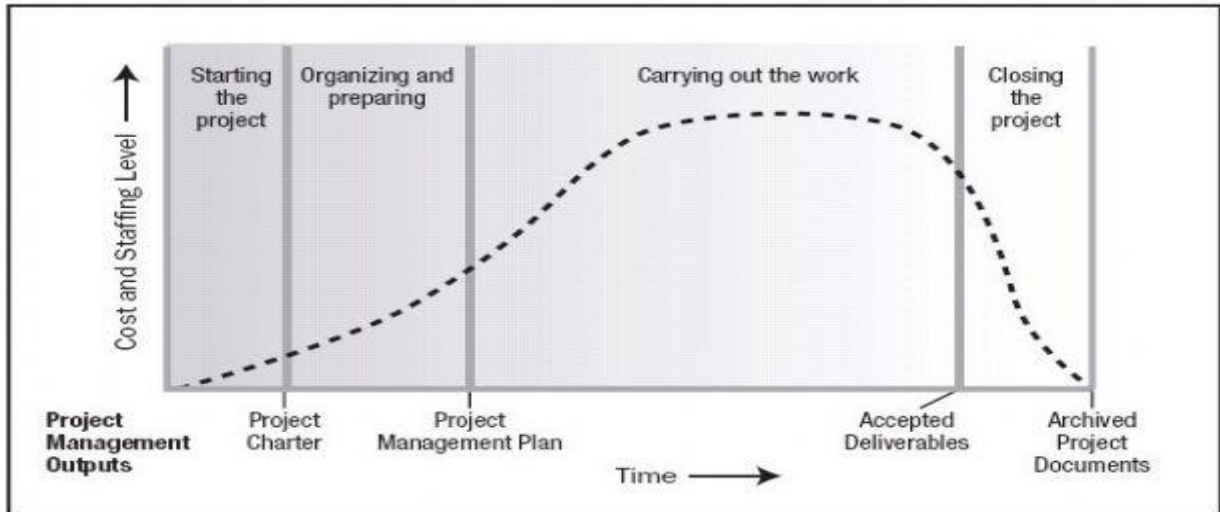


Figure 2. Project Management Life Cycle (Source: Project Management Body of Knowledge (p. 39))

The project life cycle (figure 2) provides a structure that the firm will utilize to develop the timeline for the project; plan for resource utilization in phases as well as incorporate critical milestones for the design and implementation of the Craft and Souvenir Village Project Plan. For example, the Village construction phase will occur between the approval of the project management plan (figure 2) and the accepted deliverables.

Project Management Knowledge area

The Village project management plan will incorporate the ten (10) knowledge areas delineated by the PMI (figure 3). These subsidiary plans as highlighted in (figure 3) lay out the framework for which processes and tools are adapted to create the most suitable Project Management Plan for the construction of the Craft and Souvenir Village. Project Management Institute has provided inputs, tools and techniques and related output that helps to support each knowledge area which leads to a more fluid and successfully crafted project. Therefore, the relevant inputs,

tools and output will be utilized to aid in the delivery of a comprehensive Project Management Plan for the Government of St. Vincent and the Grenadines.



Figure 3. PMI Project Management knowledge areas (source: SHENOY SHIV, n.d.)

Project Management Plan

Project Management Plan is the document that sets out how the project will be executed, monitored, and controlled. The purpose of this document is to provide a comprehensive baseline of what must be achieved by the project, how it is to be achieved, who will be involved, how it will be reported and measured and how information will be communicated (Project Management Institute, 2013).

3. METHODOLOGICAL FRAMEWORK

The purpose of this chapter is to familiarise the reader with the type of the data collection methods used in this study.

3.1. Data Collection

3.1.1. Primary Data

Primary sources are “records of events as they are first described, usually by witnesses or by people who were involved in the event” (Bosch, 2018). This information can be found in letters, speeches, audio and video files, photographs, diaries or oral interviews etc.

3.1.2 Secondary Data

Brunt (1997) asserts that, secondary data is that existing body of information collected for a specific purpose other than that of the current research, however, that information can be utilised in other projects. One of the key advantages of secondary data is that of time and money (Churchill, Brown, and Suter, 2010).

According to Bell (1999), there is a level of quality provided from journals, books and online sources as they are updated regularly. Importantly, secondary data is considered to be cost and time effective (Aaker et al, 2001).

Table 1 Information sources (Source: Jewel’s Projects and Consultancy Firm)

Objectives	Information sources	
	Primary	Secondary
To create a project charter in order to define the key input elements to devel-	Meeting minutes, personal interviews with the Ministry of Tourism Officers, Consultants, Project Coordinator and Contractor,	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site,

<p>op the project management plan</p>	<p>technical reports, Speeches, Oral Histories and interviews with other stakeholders such as craft artisans and visitors.</p>	<p>local newspapers, Government reports and Internet.</p>
<p>To develop a Scope Management Plan in order to ensure that all the work related to the project is completed successfully.</p>	<p>Meeting minutes, personal interviews with the Ministry of Tourism Officers, Consultants, Project Coordinator and Contractor, Project sponsor, technical reports, Speeches, Oral Histories and interviews with other stakeholders such as craft artisans and visitors.</p>	<p>Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.</p>
<p>To create a schedule Management plan to ensure that all deliverables are completed within scheduled time.</p>	<p>Meeting minutes, personal interviews with the Ministry of Tourism Officers, Consultants, Project Coordinator and Contractor, technical reports, Speeches, Oral Histories and interviews with other stakeholders such as craft artisans and visitors.</p>	<p>Project Management Body of Knowledge (PMBOX) Fifth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.</p>
<p>To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.</p>	<p>Meeting minutes, personal interviews with the Ministry of Tourism Officers, Consultants, Project Coordinator and Contractor, technical reports, Speeches, Oral Histories and interviews with other stakeholders such as craft artisans and visitors.</p>	<p>Project Management Body of Knowledge (PMBOX) Fifth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.</p>

<p>To formulate a quality management plan to identify the quality requirements for the project and to ensure that the quality of the deliverables meet expectations for approval within the time, cost and scope constraints.</p>	<p>Meeting minutes, personal interviews with the Ministry of Tourism Officers, Consultants, Project Coordinator and Contractor, technical reports, Speeches, Oral Histories and interviews with other stakeholders such as craft artisans and visitors.</p>	<p>Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.</p>
<p>To design a communication management plan in an effort to ensure a level of efficacy as it regards to communication of the project status and other important information.</p>	<p>Meeting minutes, personal interviews with the Ministry of Tourism Officers, Consultants, Project Coordinator and Contractor, technical reports, Speeches, Oral Histories and interviews with other stakeholders such as craft artisans and visitors.</p>	<p>Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.</p>
<p>To develop a stakeholder management plan in which stakeholders will be identified in an attempt to gain effective stake-</p>	<p>Meeting minutes, personal interviews with the Ministry of Tourism Officers, Consultants, Project Coordinator and Contractor, technical reports, Speeches, Oral Histories and interviews with other stakeholders such as craft</p>	<p>Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.</p>

holder engagement.	artisans and visitors.	
To develop a risk management plan to identify risks and develop responses to minimize the likelihood of the risks on the project	Meeting minutes, personal interviews with the Ministry of Tourism Officers, Consultants, Project Coordinator and Contractor, technical reports, Speeches, Oral Histories and interviews with other stakeholders such as craft artisans and visitors.	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.

3.2. Research Methods

Research is defined as “a scientific and systematic search for pertinent information on a specific topic.” (Kothari, 2004). Research methods are “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 specific topic.” (Posker, n.d.).

A mixed method approach is undertaken to collect relevant information as it regards to the development of the FGP. The opportunity to collect both qualitative and quantitative data concurrently will add great substance to the research (Fielding and Lee, 1991). Through the administration of questionnaires, the researcher will be able to collect quantitative data from stakeholders in an effort to record their views. Likewise, qualitative data was collected from different sources including body of scholarly literature. Notwithstanding, supplementary qualitative data will also be collected from semi structure interviews with industry stakeholders.

3.2.1 Analytical method

Analytical research method is a specific type of research, where the “researcher has to use facts or information already available and analyze these to make critical evaluation of the material.” (Kothari, 2004).

3.2.2 Qualitative research

Qualitative research is based on the belief that there is no one view but rather a collection of views that represents different situations and contexts (Ting- Toomey, 1984). Furthermore, it constitutes meaning, definitions, characteristics, metaphors, symbol and description of things (Myers, 1999). Apart from interviews, qualitative data is classified as documents and participants observation which all help to explain social phenomena. One of the main advantages of qualitative data is that it represents mixed perceptions which allow the researcher to examine information from different views (Patton, 1980). The researcher also has the opportunity to compare and contrast meanings in a more holistic and analytical way. Additionally, in-depth information would be collected utilising this method over a short space of time.

Nevertheless, there are disadvantages to this method. Validity of the research collected in literature may be flawed. Likewise, interviewer may influence the responds given by the interview because of body language, tone and facial expression (McNamara, 2000).

3.2.3 Quantitative research

Quantitative research also represented a substantial amount of data collected in the research project through questionnaires and statistics. This type of data can be easily quantified as it reflects variables that can be measured (Smith, 1988). Wright (1995) claims, that information collected through quantitative method represents data that possess a greater level of reliability and validity. One of the strengths of quantitative data is it reduces the researchers bias (Balsley, 1970).

Additionally, strengths and weaknesses will be addressed under the methods sub-headings (semi- structured interviews, questionnaires and participant observation).

Table 2. Research methods (Source Jewel's Projects and Consultancy Firm)

Objectives	Analytical method	Qualitative method	Quantitative method
To create a project charter in order to define the key input elements to develop the project management plan	Insight from information or facts readily available have been provided through the use of this method. The information was then integrated when creating the project charter.	This method provides the tools to collect and contrast the views of several stakeholders to represent an unbiased PMP. Through focus groups and interviews with key stakeholders, information was collected to create a succinct Project Charter.	This method provides numerical data or measurement of the various components of the project charter. No quantitative methods was applied to this objective.
To develop a Scope Management Plan in order to ensure that all the work related to the project is completed successfully.	The Social and Economic Plan, the Environmental Plan, and insight from information or facts readily available have been provided through the use of this method. The information was then integrated when developing the Scope Management Plan.	Interviews and discussions were held with Craft Artisans, Ministry of Economic Planning, Ministry of Tourism and SVGTA to collect the views and opinions that shaped the development of the Scope Management Plan.	This method provides numerical data or measurement of the various components of the scope management plan. Through the use of closed ended and open ended questionnaires, craft artisans were given the opportunity to share crucial information necessary for the development of the scope.
To create a schedule Man-	Insight from information or facts	Discussions were held with the Di-	This method provides numerical data or

Objectives	Analytical method	Qualitative method	Quantitative method
agement plan to ensure that all deliverables are completed within scheduled time.	readily available have been provided through the use of this method. The information was then integrated when developing the schedule management plan.	rector of the Ministry of Economic Planning to ascertain information regarding the disbursement of funds to ensure that a viable schedule management plan was created with the triple constraints taken into consideration.	measurement of the various components of the schedule management plan. No quantitative method was applied to this objective.
To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.	The experience of the project team and the Ministry of Economic Planning, specifically the Procurement Department was solicited and utilized. The Social and Economic Plan for the Construction of the CSV, insight from information and facts readily available have been provided through the use of this method. The information was then integrated when developing	This method provides a measure of the standard or status of the various components of the cost management plan. Benchmarking and observation were used to ensure that cost associated with the project were reasonably allocated.	This method provides numerical data or measurement useful in the development of the cost management plan. No quantitative method was applied to this objective.

Objectives	Analytical method	Qualitative method	Quantitative method
<p>To formulate a quality management plan so as to identify the quality requirements for the project and to ensure that the quality of the deliverables meet expectations for approval within the time, cost and scope constraints.</p>	<p>the cost management plan.</p> <p>Case studies related to sustainable practices and quality management have been insightful in providing best practice information. Insight from information or facts readily available have been provided through the use of this method. The information was then integrated when formulating the quality management plan.</p>	<p>Interviews were conducted with the Quality Assurance and Quality Development Managers at the SVGTA. This method provides a measure of the standard or status of the various components of the quality management plan.</p>	<p>This method provides numerical data or measurement useful in the development of the quality management plan. Quantitative methods were not applied for this objective.</p>
<p>To design a communication management plan in an effort to ensure a level of efficacy as it regards to communication of the project status and other important information.</p>	<p>The Ministry of tourism provided the used of their Strategic Communication Plan for industry stakeholders. The information related to the preferred medium of communication by craft artisan served as the basis for developing the com-</p>	<p>Interviews and discussions were conducted with the relevant stakeholders. This method provides a measure of the standard or status of the various components of the communication management plan.</p>	<p>This method provides numerical data or measurement useful in the development of the communication management plan. The information collected were analysed and tallied to provide the best fit suitable to develop various components of the communication management plan.</p>

Objectives	Analytical method	Qualitative method	Quantitative method
	<p>munication plan. Insight from information or facts readily available have been provided through the use of this method. The information was then integrated when formulating the communication management plan</p>		
<p>To develop a stakeholder management plan in which stakeholders will be identified in an attempt to gain effective stakeholder engagement.</p>	<p>Information regarding different category craft artisan were collected from the Ministry of Tourism from there database. The Ministry recently completed a Craft and Souvenir Enhancement Project, hence information was accessible regarding craft and souvenir artisans. Also, Insight from information or facts readily available have been provided through the use of this</p>	<p>Meetings were conducted with relevant stakeholders. This method provides a measure of the standard or status of the various components of the stakeholder management plan.</p>	<p>This method provides numerical data or measurement of the various components of the stakeholder management plan. No quantitative method were applied.</p>

Objectives	Analytical method	Qualitative method	Quantitative method
	method the information was then integrated when formulating the stakeholders management plan.		
To develop a risk management plan in an attempt to identify risks and develop responses to minimize the likelihood of the risks on the project	Insight from information or facts readily available have been provided through the use of this method the information was then integrated when formulating the Risk Management Plan	Brainstorming sessions were conducted with project team and the steering committee as it relates to possible risk that may impact the project. This method provides a measure of the standard or status of the various components of the risk management plan.	This method provides numerical data or measurement useful in the development of the risk management plan. No quantitative method was applied for this objective.

3.3 Tools

A tool is defined as “something tangible, such as a template or software program, used in performing an activity to produce a product or result.”(Project Management Institute, 2013, p. 565). The tools considered on this FGP for each specific objective are listed below in **Table 3**.

Table 3. Tools for specific objective

Objectives	Tools
To create a project charter in order to define the key input elements to develop the project management plan	Expert Judgment Facilitation techniques
To develop a scope management Plan in order to ensure that all the work related to the project is completed successfully.	Expert Judgment, Meetings, Focus Groups, Interviews, Group Decision-making Techniques, Document Analysis, Decomposition, Variance Analysis.
To create a schedule Management plan to ensure that all deliverables are completed within scheduled time.	Expert Judgment, Meetings, Decomposition, Precedence Diagramming Method, Leads and lags, Critical part method, Critical chain method, Reserve levelling, Performance reviews
To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.	Expert Judgement, Meetings, Group Decision-making Techniques, Performance reviews.
To formulate a quality management plan so as to identify the quality requirements for the project and to	Cost-benefit analysis, Meetings, Quality Audits, Inspection and Approved change requests review.

ensure that the quality of the deliverables meet expectations for approval within the time, cost and scope constraints.	
To design a communication management plan in an effort to ensure a level of efficacy as it regards to communication of the project status and other important information.	Communications Matrix, Project Meetings, Project Reporting, Project Management Information System, Issue Log, Communication models.
To develop a stakeholder management plan in which stakeholders will be identified in an attempt to gain effective stakeholder engagement.	Stakeholder analysis, Expert Judgement, Management Skills, Communication methods, Meetings.
To develop a risk management plan in an attempt to identify risks and develop responses to minimize the likelihood of the risks on the project	Expert Judgement, Meetings, SWOT analysis, Probability and impact matrix and Strategies for threats and opportunities.

3.4 Assumptions and constraints

Assumption is defined as “a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration.”(Project Management Institute, 2013, p.529). Likewise, Project Management Institute, 2013, defines constraint as “a limiting factor that affects the execution of a project, program, portfolio or process.” The assumptions and constraints considered on this Final Graduation Project for each specific objective are listed below in Table 4.

Table 2. Assumptions and constraints (Source Jewel’s Projects and Consultancy Firm)

Objectives	Assumptions	Constraints
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Objectives	Assumptions	Constraints
<p>To create a project charter in order to define the key input elements to develop the project management plan</p>	<p>1. It is assumed that the required information needed to create the project charter would be easily accessible and readily available.</p>	<p>There may be limited data accessible due to limited funds to carryout structure research there is only one individual working to collect and put all the necessary information together needed for a comprehensive Project Management Plan</p>
<p>To develop a Scope Management Plan in order to ensure that all the work related to the project is completed successfully.</p>	<p>1. It is assumed that the required information needed to complete this project would be easily accesible and readily available.</p> <p>2. Also, it is assumed that all relevant stakeholder would communicate their needs in a clear and timely manner, so the relevant information could be included in the scope.</p>	<p>There is only one individual working to collect and put all the necessary information together needed for a comprehensive Project Management Plan. Changes to the scope can result in delays and cost overruns</p>
<p>To create a schedule Management plan to ensure that all deliverables are completed within scheduled time.</p>	<p>1. It is assumed that the required time needed to complete this Project would be substantial.</p>	<p>The allocated time assigned to the project is enough. Lack of expert resources can result in delays</p>

Objectives	Assumptions	Constraints
	<ol style="list-style-type: none"> 2. It is assumed that all relevant stakeholder would keep their commitment to complete their task within the required time frame. 	
<p>To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.</p>	<ol style="list-style-type: none"> 1. It is assumed that the required information needed to complete the cost management plan would be easily accessible and readily available. 2. Also, it is assumed the budget allocated would be sufficient to complete the required task. 	<p>The time and resources available to complete a detailed budget is not enough.</p> <p>The budget allocated is not enough for the defined scope.</p> <p>Changes on the market can result in fluctuation of the resources cost</p>
<p>To formulate a quality management plan so as to identify the quality requirements for the project and to ensure that the quality of the deliverables meet expectations for approval within the time, cost and scope constraints.</p>	<ol style="list-style-type: none"> 1. It is assumed that the required information needed to complete this project would be easily accessible and readily available. 2. Also, it is assumed that all relevant stakeholder would communicate their needs in a clear and timely manner, so the relevant information could be included in the quality management 	<p>The required best practice regarding the quality may be limited and information distraught.</p>

Objectives	Assumptions	Constraints
	plan.	
<p>To design a communication management plan in an effort to ensure a level of efficacy as it regards to communication of the project status and other important information.</p>	<ol style="list-style-type: none"> 1. It is assumed that the required information needed to complete this project would be easily accessible and readily available. 2. Also, it is assumed that all relevant stakeholder would communicate their needs in a clear and timely manner, so the relevant information could be included in the scope. 	<p>Stakeholders maybe inaccessible and unavailable to communicate during regular working hours.</p>
<p>To develop a stakeholder management plan in which stakeholders will be identified in an attempt to gain effective stakeholder engagement.</p>	<ol style="list-style-type: none"> 1. It is assumed that the required information needed to complete this project would be easily accessible and readily available. 2. Also, it is assumed that all relevant stakeholder would communicate their needs in a clear and timely manner, so the relevant information could be included in 	<p>The interest level of stakeholders' changes during the lifecycle of the project.</p>

Objectives	Assumptions	Constraints
	the stakeholder's management plan.	
To develop a risk management plan in an attempt to identify risks and develop responses to minimize the likelihood of the risks on the project	1. It is assumed that all risk associated with this project would be properly assessed and managed and the needs be.	The project can be delayed because of unidentified risk (force majeure)

3.5 Deliverables

A deliverable is defined as “any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project” (Project Management Institute, 2013, p. 537).

Table 5. Deliverables

Objectives	Deliverables
To create a project charter in order to define the key input elements to develop the project management plan	Project Charter
To develop a Scope Management Plan in order to ensure that all the work related to the project is completed successfully.	Scope Management Plan
To create a schedule Management plan to ensure that all deliverables are completed within scheduled time.	Schedule Management Plan
To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.	Cost Management Plan
To formulate a quality management plan so as to identify the quality requirements for the project and to ensure that the quality of the deliverables meet expectations for approval within the time, cost and scope constraints.	Quality Management Plan
To design a communication management plan in an effort to ensure a level of efficacy as it regards to communication of the project status and other important information.	Communication Management Plan
To develop a stakeholder management plan in which stakeholders will	Stakeholders Management Plan

Objectives	Deliverables
be identified in an attempt to gain effective stakeholder engagement.	
To develop a risk management plan in an attempt to identify risks and develop responses to minimize the likelihood of the risks on the project	Risk Management Plan

4. PROJECT MANAGEMENT PLAN

4.1 INTEGRATED MANAGEMENT

4.1.1 Introduction

The Integration Management Process is one of the most important knowledge areas as it coordinates all the processes and ensures that all other areas are implemented in an effective manner. It provides a clear view of the priority factors related to the milestones and its alignment to the project life cycle. The other knowledge areas presented in this document would be methodically documented to show how various aspects of the project are correlated.

The following project charter provides the framework for which the construction of the Craft and Souvenir Village in St. Vincent and the Grenadines is developed.

PROJECT CHARTER	
Date:	Project Name:
26th August, 2019	The project Management Plan for the construction of a Craft and Souvenir Village
Knowledge Areas / PM Processes:	Application Area (Sector / Activity):
(Should indicate the knowledge areas and process groups which are related to the project)	Construction
Knowledge Areas: Integration, Scope, cost, quality, communication, risk, schedule and stakeholders, management	
PM Processes:	
Project Start Date:	Project Finish date:
26th August, 2019	28-Feb-20
Project Objectives (General and Specific):	

General Objective:

To develop a Project Management Plan for the construction of a Craft and Souvenir Village

Specific Objectives:

- **To create a project charter in order to define the key input elements to develop the project management plan**
- **To develop a Scope Management Plan in order to ensure that all the work related to the project is completed successfully.**
- **To create a schedule Management plan to ensure that all deliverables are completed within scheduled time.**
- **To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.**
- **To formulate a quality management plan so as to identify the quality requirements for the project and to ensure that the quality of the deliverables meet expectations for approval within the time, cost and scope constraints.**
- **To design a communication management plan in an effort to ensure a level of efficacy as it regards to communication of the project status and other important information.**
- **To develop a stakeholder management plan in which stakeholders will be identified in an attempt to gain effective stakeholder engagement.**
- **To develop a risk management plan in an attempt to identify risks and develop responses to minimize the likelihood of the risks on the project.**

Project purpose or justification (merit and expected results):

The aim of the project management plan is to provide the St. Vincent and the Grenadines department of Tourism with a comprehensive prepared document. The plan would focus the social and economic benefits of the craft/souvenir industry in St. Vincent and the Grenadines with significant enhancement of the destination's tourism product offering. Additionally, the plan would provide the framework for the construction of the Craft and Souvenir Village for which an adequate facility would

be made available for the target to benefit from a more organized and structure exchange of service and products.

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

The project final deliverable will be the Project Management Plan for the construction of the Craft and Souvenir Village, which will incorporate the subsidiary documents of a Project Management Plan.

The deliverables are: Integration Scope Management Plan, Scope Management Plan, Schedule Management Plan, Cost Management Plan, Quality Management Plan, Communication Management Plan, Stakeholder Management Plan and Risk Management Plan.

Assumptions:

1. It is assumed that the required information needed to complete this project would be easily accessible and readily available. 2. Also, it is assumed that all relevant stakeholder would communicate their needs in a clear and timely manner, as it relates to the project.

Constraints:

Cost and quality: there may be limited data accessible due to limited funds to carryout structure research.

Resources: there is only one individual working to collect and put all the necessary information together needed for a comprehensive Project Management Plan

Preliminary Risks:

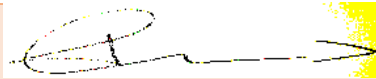
A disaster of any nature affecting the destination could impact project time and cost. Power outage, landslides could have implication on the project constraints.

Budget:

US \$100,000

Milestones and dates:

Milestone	Start date	End date
The Milestones/ Deliverables	Target	Milestones/ Deliverables

Feasibility Study Completed	Feb 28, 2020	Feasibility Study Completed
Project Management Pan Completed	Apr 14, 2020	Project Management Pan Completed
Project Tollgate 1	Apr 14, 2020	Project Tollgate 1
Technical Drawings Completed	May 12, 2020	Technical Drawings Completed
Building Contract Awarded	May 19, 2020	Building Contract Awarded
Relevant historical information:		
<p>Jewel's Project and Consultancy Firm has had 10 years working relationship with the Craft and Souvenir artisans in St. Vincent and the Grenadines. The company has planned several successful exhibitions for the artisans; however, it is evident that the artisans are in dire need of a facility that provides opportunity for greater benefits of the industry. Jewel's Projects and Consultancy has also provided customer service and tourism education training to these artisans as they have strived to develop professionally.</p>		
Stakeholders:		
<p>Direct stakeholders: Craft Artisans and Community members, hotel and cruise agents, government</p> <p>Indirect stakeholders: Contractors, suppliers</p>		
Approval:		
Project Manager: Jewelene Charles-Scott (Jewel's Projects and Consultancy Firm)	Signature:	
Authorized by:	Signature:	

4.2. SCOPE MANAGEMENT PLAN

4.2.1 INTRODUCTION

The Scope Management Plan plays an integral part in the development of the Project Management Plan for the Craft and Souvenir Village in St. Vincent and the Grenadines. The objective of the Scope Management plan is to identify how the project scope will be defined, validated and controlled in order to successfully complete the project.

The plan will define and reflect the requirements of the relevant stakeholders affected by the project. Several tools and techniques related to the Scope Management Plan will be utilised in this project namely, consultation, meetings, facilitation techniques, surveys, Information Technology System and literature review.

The scope of the work for the Project Management Plan entails an examination of (1) the social and economic benefits of the craft/souvenir industry in St. Vincent and the Grenadines (2) an assessment of how the craft and souvenir industry could significantly enhance the destination's tourism product offering with consideration given to the sub products and services available within this sector. Additionally, (3) the plan would provide the framework for the construction of the Craft and Souvenir Village for which an adequate facility would be made available for the target to benefit from a more organized and structured exchange of service and products.

4:2: 2 SCOPE MANAGEMENT APPROACH AND PROCESSES

This section focuses on the various processes under Scope Management. Project Scope Management has six (6) fundamental processes including plan scope management, create WBS, collect requirements, define scope and validate scope and control scope (Figure 4). These processes are in two main process groups mainly planning and monitoring and control. A more detailed description of

the processes and how they apply to the Craft and Souvenir Village are listed below:

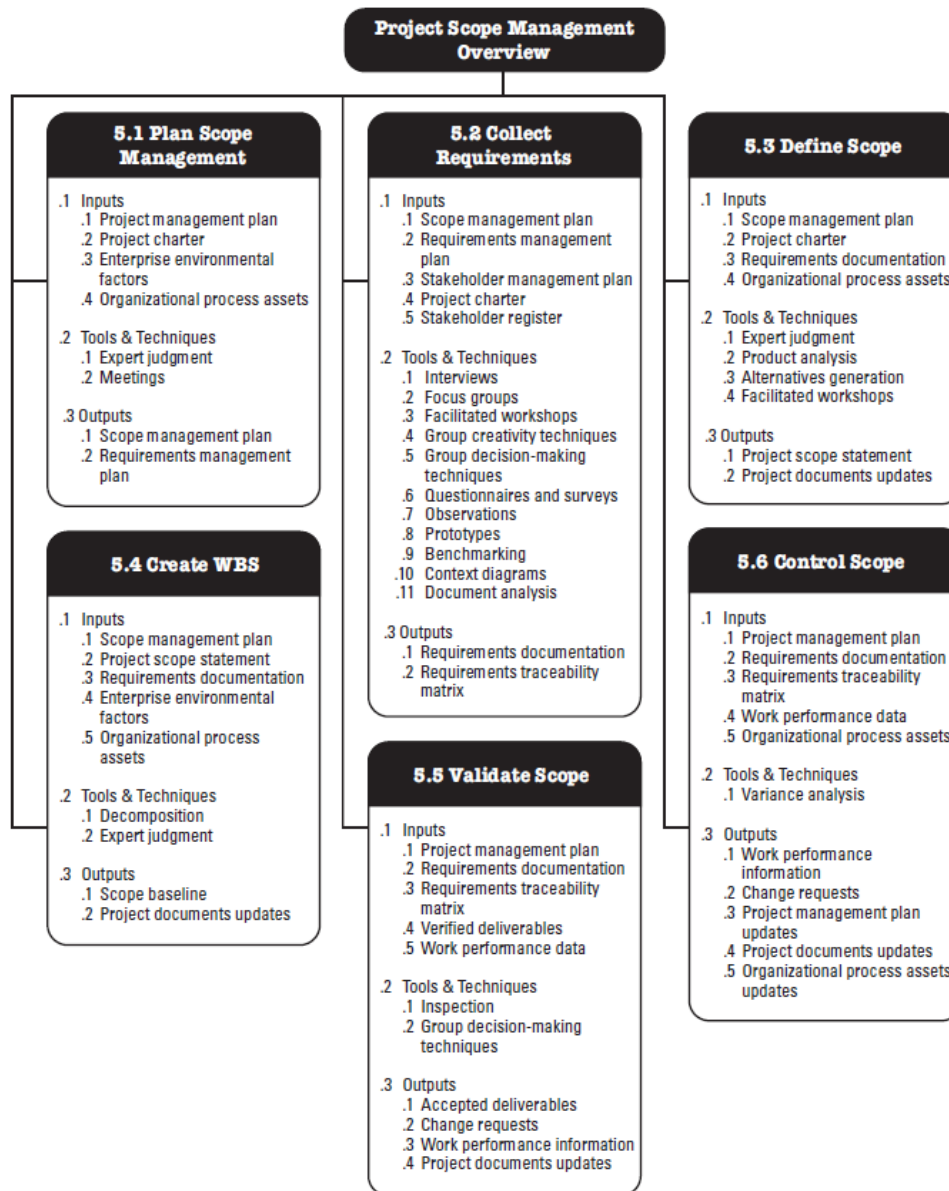


Figure 4. Project Scope Management Overview, Source: (Project Management Institute, 2013)

- **Collect the requirement-** the planning stage of the project is expected to take three (3) months, during this stage, the main tools and techniques that would be employed are focus groups, interviews, facilitation workshop, group decision making techniques, observation, questionnaires, surveys, and document analysis.
- **Define scope –** a project and product scope statement would be created using information collected from pertinent stakeholders. In particular, expert judgement and facilitation workshops would be the bases through which the scope will be defined.

**Project Management Plan for the construction of a Craft and Souvenir
Village in St. Vincent and the Grenadines
Project Scope Statement**

Project Title: The construction of a Craft and Souvenir Village in St. Vincent and the Grenadines

Date Prepared: 6th January, 2020

Project Scope Description

St. Vincent and the Grenadines is one of the many Caribbean countries that is heavily dependent on the economic contribution of tourism development. The Government has been focusing on the overall improvement of the destination so as to gain a competitive advantage in the region.

Apart from the recently constructed Argyle International Airport in St. Vincent and the Grenadines, there have been efforts to enhance the various elements of the tourism product. This has been done through the buttressing of the four (4) A's of the tourism product namely accessibility, attractions, accommodation and amenities. Therefore, the construction of a Craft and Souvenir Village will significantly contribute to this quest to harness the social and economic benefits to be derived from the lucrative tourism industry. Likewise, a greater focus on craft and souvenir in St. Vincent and the Grenadines would enhance the destination's tourism product offerings.

The construction of the village will be multidimensional. It would not only solve the problem of the lack of an available facility for craft artisans to ply their trade but it will also provide the opportunity for a more organized and experiential service for the different types of tourists. Also, it will create greater opportunities to increase exports of tourism-related goods and services. Moreover, in the St. Vincent and the Grenadines National Economic

and Social Development Plan 2015- 2025, the government aims at the preservation, maintenance and promotion of the nation's cultural heritage. This is done by engendering a greater sense of pride through education of the different art forms. Also, this Village project provides the opportunity for the development of a new niche product/service namely, experiential tourism. The facility will provide the platform for the diversification of the craft sector so visitors can now have a hands-on opportunity to create their product through this type of service offered at the Craft and Souvenir village.

The Craft and Souvenir Village would be designed with several components, namely: four (4) traditional huts, one (1) main building which includes reception area, 40 vending booths, a craft and art museum, two (2) washroom facility and a parking lot to accommodate tour buses, private vehicles and taxis.

Product acceptance criteria:

- The construction of the facility should be built to withstand natural disasters such as hurricane, floods and earthquakes,
- At least 70% of the facility should be built utilising natural or indigenous materials or products,
- Land is developed in accordance with environmentally good practices.

Product Deliverable:

A comprehensive Project Management Plan for the construction of a Craft and Souvenir Village.

Project Exclusion:

The funds available for the project will not be used for the purchasing of craft and souvenirs.

Project constraints:

- There may be limited data accessible due to limited funds needed to conduct structured research.
- There is only one individual working to collect and put all the necessary information together needed for a comprehensive Project Management Plan
- Uncertainty that a natural disaster may occur and halt the project.

Project assumptions:

The assumptions for the project include:

- The land for development of the project has already been identified and secured by the Government land and will not present a delay in the construction phase
- The funding for this project will be encumbered quickly and awarded upon approval and acceptance of contract
- Indigenous materials are available locally to source materials for the construction phase
- The Government will accelerate the plan and technical drawings acceptance and approval process.

- **Create a Work Breakdown Structure**

The Work Breakdown Structure is a hierarchical decomposition of the required work for the project based on the information provided in the scope of works. It depicts the complexity of the project and provides a clearer view of the deliverables that need to be completed and managed by the team. The below diagram highlights the various work packages that are fundamentally important to the successful completion of the Village project.

Project Title	Project Management Plan for the Construction of the Craft and Souvenir Village	Project Sponsor	The Government of SVG
Project Manager	Jewelene Charles-Scott (Jewel's Projects and Consultancy Firm)	Date	9 th March 2020

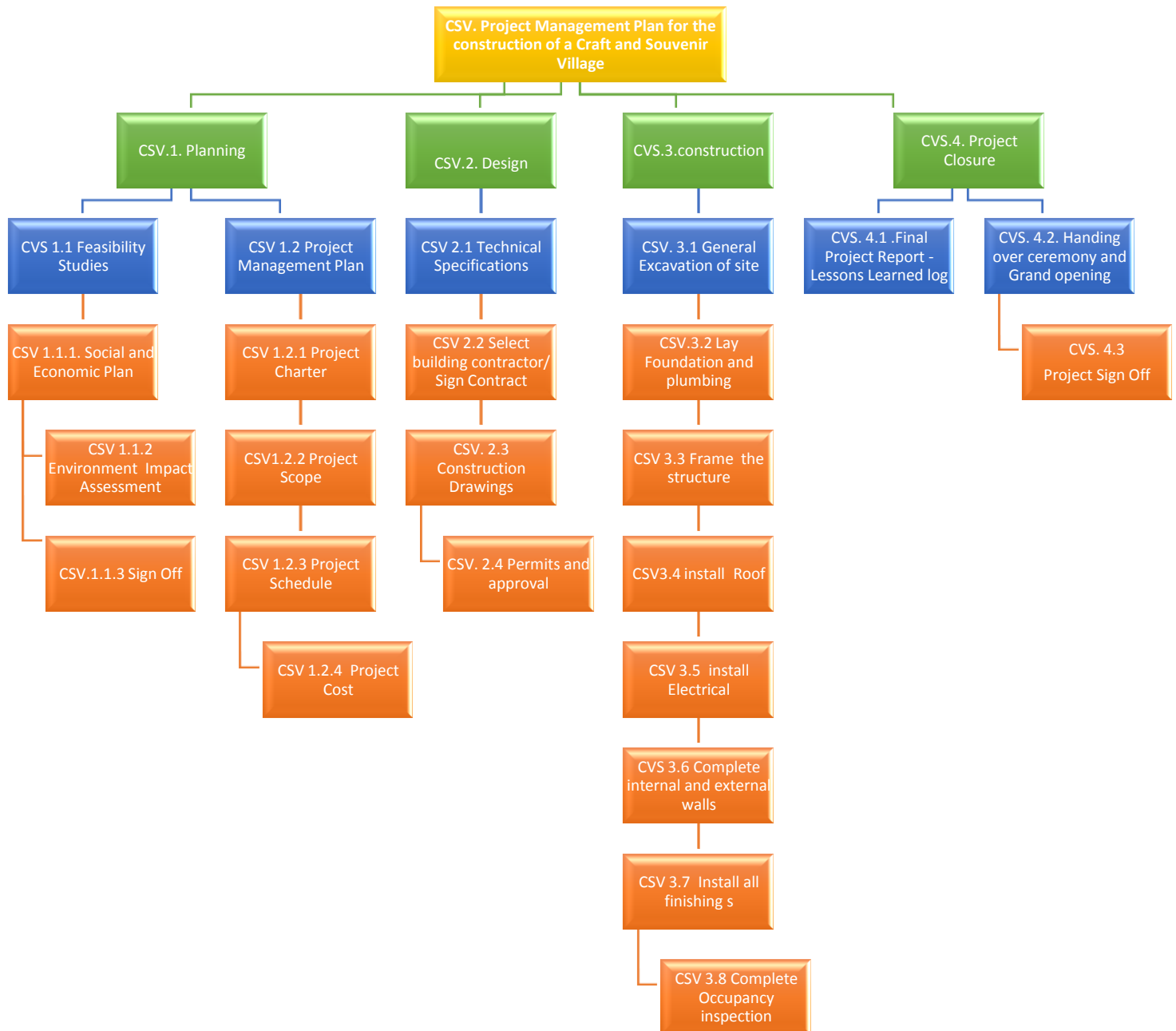


Figure 5. Create Work Breakdown Structure (Source Jewel's Consultancy Firm)

The following table (6) represents the work packages and description of the required work for the Craft and Souvenir Village (**Source Jewel's Consultancy Firm**)

Table 6. Require works

Level	WBS Code	Work Packages	Description of Work
0	CSV	CRAFT AND SOUVENIR VILLAGE	The construction of one (1) main building and four (4) traditional huts
1	CSV.1	PLANNING PHASE	
1.1	CSV 1.1	Feasibility Studies	A provision of plans supported through a perspicacity of re-search which serves as pertaining information needed as the backdrop to the successful implementation of the Craft and Souvenir Village.
2	CSV. 1.1.1	Social and Economic Impact Plan	An assessment will be conducted to document the benefits and impact of the craft sector in SVG.
2	CSV.1.1.2	Environmental Impact Assessment and Plan	An EIA would be conducted to ensure that sustainable practices are adhere to during the construction phase of the project.
2	CSV. 1.1.3	Sign Off	The signing of the PMP documents for the further implementation and execution of the project.
2	CSV. 1.2	Project Management Plan	A comprehensive and applicable

			document detailing the required work needed for the construction of the Craft and Souvenir Village based on the 10 knowledge areas tools and technique
2	CSV 1.2.1	Project Charter	The project charter includes an identification of the key input elements used to develop the project management plan
	CSV 1.2.2	Project Scope	A description of the scope is explicitly provided in the plan to ensure that all the work related to the project is completed successfully.
	CSV 1.2.3	Project Schedule	Through the use of MS projects all deliverables are listed and scheduled to ensure that each activity is completed within scheduled time.
	CSV 1.2.4	Project Cost	Proper budget allocation and disbursement of funds throughout the project life cycle.
1	CSV 2	DESIGN	
2	CSV. 2.1	Technical Specification	The specification for the product would be carefully crafted
2	CSV.2.2	Select building contractor/Sign contract	Tenders and approval for bids
2	CSV. 2.3	Construction Drawing	A collection of the design for the Craft and Souvenir village would

			available as needed.
2	CSV. 2.5	Permits and approval	The approve design would be issued. All specification would be match against the relevant parties' requirements and signed as a sign of agreement, permits to be granted by the relevant authority.
1	CSV. 3	CONSTRUCTION	
2	CSV.3.1	General Excavation	Site is cleared to prepare the building process on scheduled
2	CSV. 3.2	Lay Foundation and Plumbing	The foundation is laid and pipes are assembled. Proper drainage and environmental practices must be adhered to and met during the project.
2	CSV. 3.3	Frame the Structure	Structure of the village is frame to include specifications.
2	CSV. 3.4	Install the Roof	Roof is installed to meet specification.
2	CSV. 3.5	Install Electrical	Electricals are installed as specified.
2	CSV 3.6	Complete Internal and External Walls	All internal and external erected as specified.
2	CSV. 3.7	Install all finishing	All finishing is installed as specified. The prescribed fittings would be installed to meet the required quality standards and sustainable practices

2	CSV. 3.8	Complete Occupancy Inspections	All work would be assessed by the relevant authorities to ensure standards have been met and certificate issued.
1	CSV. 4	PROJECT CLOSURE	
2	CSV. 4.1	Project Report - Lessons learned log	All documentation for payment would be updated so as to ensure all payments are made to all vendors. Additionally, an assessment of the project would be carried out. The pertinent information regarding lessons learned would be documented for future projects
2	CSV. 4.2	Handing over ceremony and Grand opening	The craft and Souvenir Village would be handing over to the Ministry of Tourism, Sports and Culture.
2	CSV. 4.3	Project Sign off	The project manager and project team would complete all project work before the project is signed off.

- **Validate Scope** The Project Management Institute, 2013 (p.133) defines Scope Validation as “the process of formalizing acceptance of the completed project deliverables.” This is where the project sponsor and the main stakeholders including the steering committee that has been established inspect the scope to confirm that it meets their requirement.

- **Control Scope** involves the process by which the project manager and the project team monitor and control the scope baseline. This process requires prudence to ensure that issues such as scope creeping and gold plating are avoided. Moreover, the control scope process ensures that the requirements of the stakeholders and project are met. The WBS and WBP are two main tools that help the team stay on track with the work that is required. However, if there are required changes it must go through the correct procedure so that unauthorized changes are not made to affect the project success.

4.2.3 ROLES AND RESPONSIBILITIES

In order to ensure that the project is managed effectively, clear roles and responsibilities are established for each stakeholder involved in the implementation and execution of the project. Below listed are the roles and responsibility of the stakeholders related to the project:

Project Sponsor – provides financial support for the fulfilment of the construction of the Craft and Souvenir Village in St. Vincent and the Grenadines.

Project Manager- oversees the overall functioning of the Project, the functions vary as they include planning, leading, organising, monitoring, managing risk and communicating the needs, requirements of the customer and the firm's needs as it relates to the services or product being executed at any given time.

Project Team – each member plays a vital role in the different phases of the project. The team will provide individual and collective expertise support especially during meetings and consultations with stakeholders. In addition to contributing to the overall objectives of the project, the project team will also assist in the documentation process of the project.

Construction Manager - given the nature of the project, the construction manager will provide the technical support and requirements needed for the construction of the Village keeping in line with the scope of the project and other critical requirements.

Steering Committee - Apart from the local craft artisans, there are a number of other key important and instrumental stakeholders that will impact the continuity of the Craft and Souvenir Village after its completion and influence the economic viability of the village. The Steering Committee will be comprised of representative from the St. Vincent and the Grenadines Hotel and Tourism Association, Ministry of Tourism, Sports and Culture, St. Vincent and the Grenadines Hotel Associations, SVG Taxi Associations, Cruise Task Force, Ministry of Agriculture and Craft Artisan.

Logistic Manager- will assist with operational activities, works with project manager and team to coordinate project deliverables, supporting and coordinating logistics activities.

Ministry of Tourism, Sports and Culture- Provides high level information regarding policies that will influence the project success. Support through networking opportunities between valuable stakeholders such as the St. Vincent and the Grenadines Hotel and Tourism Association, Cruise Task Force, Craft Artisans association and St. Vincent and the Grenadines Taxi Association.

St. Vincent and the Grenadines Tourism Authority (SVGTA) – One of the fundamental values of Jewel's Project and Consultancy firm is sustainability.

Therefore, the firm considers the overall success of the project, in this regard, the viability of the Craft and Souvenir Village will be affected by the marketing efforts and support given by the SVGTA.

Department of Physical Planning – the plan for the village will be developed using expertise advice from the Department of Physical Planning. Also, this department would provide the regulations related to the structure and various infrastructure affecting the construction of the Village.

Department of Lands and Surveyors - A suitable parcel of government land will have to be allocated by this department. However, in the event that a suitable parcel is not available, the department should be able to suggest a possible alternative.

4.3. SCHEDULE MANAGEMENT PLAN

4.3.1 INTRODUCTION

A Schedule Management Plan is a critical knowledge area which involves ensuring that time is managed carefully, and progress is monitored within the implementation and execution of the project. In this Project, a Schedule Management Plan will be utilized to ensure that the construction of the Craft and Souvenir Village is completed within the timeframe as scheduled. In addition to ensuring that the project is completed within the stipulated deadline, the plan will also be used as a guide to keep the project team aligned with the cost and scope of the project. Both cost and time could be impacted negatively if not planned properly.

4.3.2. SCHEDULE MANAGEMENT PROCESSES

The following seven (7) processes are part of the Schedule Management Plan for the construction of the Craft and Souvenir Village:

- ❖ Plan Schedule Management – is the process of establishing the policies, procedures and documentations which will help to keep the project on schedule. It also provides the basis for which the project team would be guided and directed on how the schedule will be managed throughout the life of the project. This process is important as it lays the foundation as to how the project schedule is managed, thus, if properly followed the project is likely to be successfully completed with minimal wastage in terms of time, quality and cost.

- ❖ Define Activities – In order to have a clear sense of direction, the list of activities involve in the construction of the Craft and Souvenir Village will be identified and broken down into work packages. Importantly, this process is developed using information or input from the scope. Therefore, the activi-

ties defined will be derived from the scope and this is crucial in ensuring that the stakeholders' needs are taken into consideration. Data analysis and meetings with the stakeholders plays an important role in deriving at the scope and thus providing the project team with the activities necessary for the completion of the village. For example, the project team will garner information about the required work packages from the experts, particularly, the contractor has valuable knowledge about the construction phase of the project. Decomposition of the activities would also be done so that each activity is clearly defined.

Figure 6 represents a breakdown of work activities and its duration. The method of estimating is based on the following:

- 1 working day \leq 8 working hours
 - 1 week = 5 days (Monday to Friday)
 - 1 month = 4 weeks = 20 days
- ❖ Sequence Activities – This process basically involves the identification and documentation of the relationship between each activity. It helps to monitor and control each activity. Also, it is clear that there are activities which cannot be executed without the completion of several activity because of dependency. Hence, this process will ensure a proper flow of the required work that needs to be completed. Various project documents such as activity attribute, milestones list and assumption log would be utilized during this process. The milestone list will also help to keep the project manager and team on track.

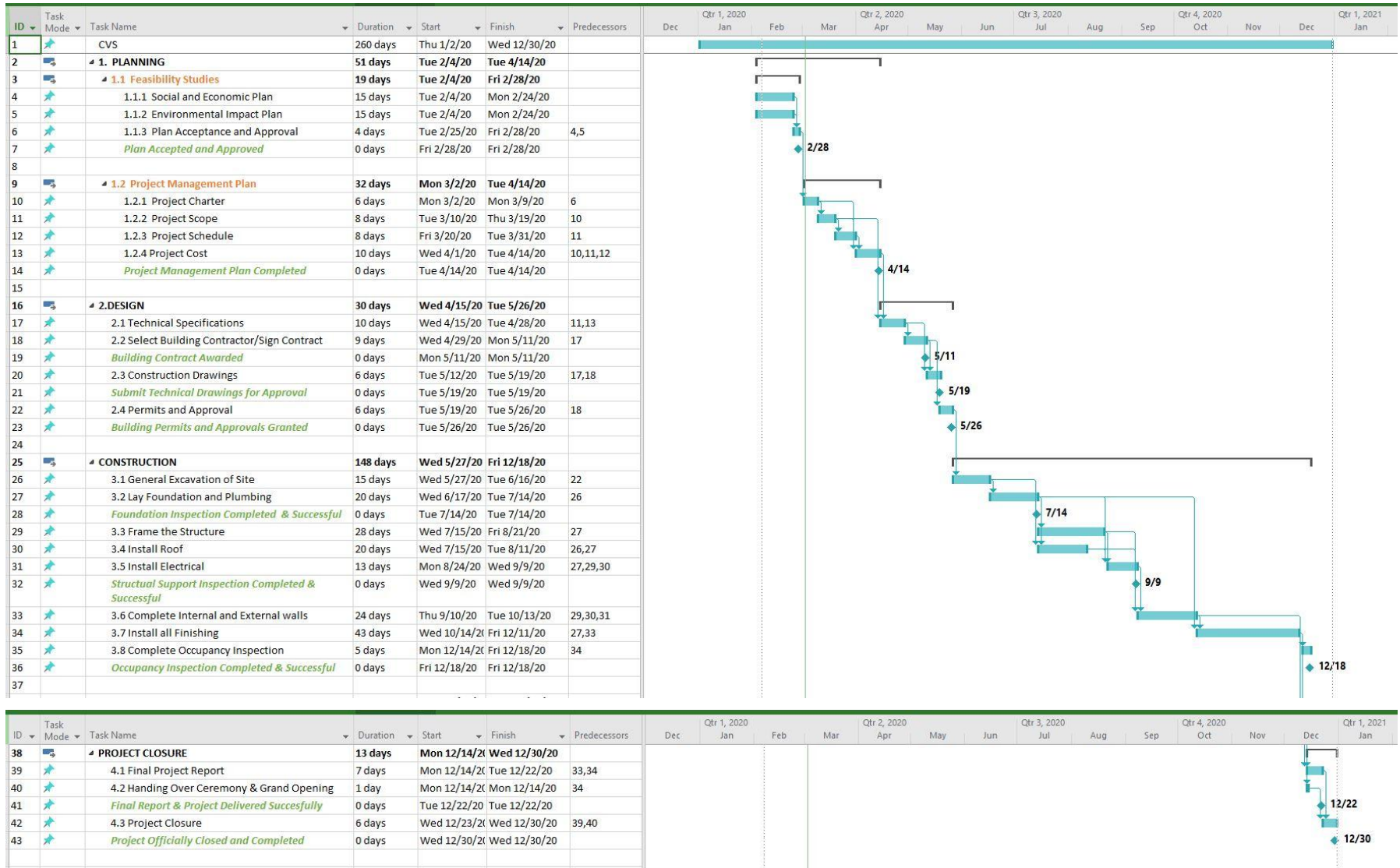


Figure 6. Gantt chart – Schedule and estimated duration (source JCP, author of study)

- ❖ **Develop Schedule** – This is the process by which the project manager analyzes activity sequences, resource requirements, durations and schedule constraints to create the project schedule. This process generates relevant scheduling information to keep the project team accountable and on schedule. Data analysis and resource optimization would be used to develop the schedule for the project.

- ❖ **Estimate Activity Duration** - this entails estimating the required time needed to complete each activity. Different factors such as risk, assumptions and the triple constraints. Estimate activity duration is important for many reasons, particularly, it gives the project team and stakeholders a timeframe to work with. The bottom up estimation and project management software are important tools and techniques that would be used during this stage of the project.

- ❖ **Control Schedule** –involves the monitoring of activities in an effort to minimize risk and take precautionary measures when necessary, to update progress and manage change. Control Schedule is important because it provides the project manager with the opportunity to make corrective measures and updates as the need may arise. The Perform Integrated Change Control process will be used to approve these changes. This process would keep the project team abreast of the project schedule.

4.3.3 SCHEDULE MANAGEMENT TOOLS AND TECHNIQUES

Table 7 shows the main Schedule Management Tools and Techniques which would be utilized to ensure that the Craft and Souvenir Village is successfully completed on time:

Table 7. Schedule Management Tools and Techniques (source JCP, author of study)

Tools and Technique	Application
Project Management Software	The Ms Project Program would be used by the project team to develop resource estimates, and organize, plan and manage resource pool.
Expert Judgment	Expert Judgment will provide fundamental insight required to complete the Craft and Souvenir Village. The project team would be guided by historical information and expert guidance which could help to reduce mistakes and provide recommendation from similar projects.
Critical Path	This would be employed so the team would know the shortest time in which the project could be completed.
Resource levelling Technique	Given the nature of the project, that is construction material or often in demand and supply is not always available, therefore, this technique will be useful to ensure that adjustment could be made to the schedule model, due to demand and supply of resources.
Performance Review	Construction projects involve a number of labor; hence this technique will help to monitor and control, whereby, performance is analysed, measured compared for start and finish dates, percent complete and so forth. It is a good tool for the project team to control the timing in which the work is completed on the Craft and Souvenir Village.
Decomposition	The magnitude of the construction of the village would require that the work packages be broken down into smaller manageable activates.

As part of the schedule management plan, major milestones are listed in the table below and project tollgates will be established to ensure each phase of the project is reviewed and approved before the next phase begins.

Table 8. Major Milestones

Milestones/ Deliverables	Target
Feasibility Study Completed	Feb 28, 2020
Project Management Plan Completed	Apr 14, 2020
Project Tollgate 1	Apr 14, 2020
Technical Drawings Completed	May 12, 2020
Building Contract Awarded	May 19, 2020
Construction Permits Granted	May 26, 2020
Project Tollgate 2	May 27, 2020
Construction Begins	Jun 1, 2020
Construction Completed	Dec 18, 2020
Project Delivered	Dec 22, 2020
Project Closed	Dec 30, 2020

4.4 COST MANAGEMENT PLAN

4.4.1 INTRODUCTION

The Cost Management Plan is a critical knowledge area that will be developed to ensure that the cost required for each deliverable of the Craft and Souvenir village are managed effectively and are within the approved budget. Moreover, the Cost Management Plan encompasses various activities such as estimating, financing, managing, funding, controlling and budgeting.

In addition, the Cost Management Plan provides a clear road map as to how the project will be financially planned, structured and controlled. Likewise, the plan considers the unit of measure, level of precision, level of accuracy and the amount for contingency

4.4.2. COST MANAGEMENT PLAN PROCESSES

The Project Manager will ultimately be responsible for managing the project's cost throughout the project life cycle. The cost of the activities will be calculated using the bottom up approach to the highest level in the Work Breakdown Structure.

Below highlights the four (4) processes included in the Cost Management Plan for the Craft and Souvenir Village. Also, the various tools and techniques that will be used by the project manager and team during the various processes are listed in:

- ❖ Plan Cost management – is the process by which policies, procedures, and documentation for planning, managing, expending and controlling project costs are developed. The plan cost management process offers guidance and direction as to how the project costs for the Craft and Souvenir Village will be managed throughout the project.

- ❖ Estimate Costs- An approximation of monetary resources needed to complete each project activity is developed during this process. The amount of cost needed to complete the work for the Craft and Souvenir Village is estimated during this process.

Table 9. Estimated cost of Activities

Level 1		Level 2		
WBS ID		Activity Name	Unit cost in XCD	Human Resources
1.PLANNING	1.1 Feasibility Studies	1.1.1 Social and Economic Plan	1500.00	Project Consultant
		1.1.2 Environmental Impact Plan	1500.00	Project Consultant
		1.1.3 Sign Off	0.00	Project Manager
	1.2 Project Management Plan	1.2.1 Project Charter	500.00	Project Manager
		1.2.2 Project Scope	500.00	Project Manager
		1.2.3 Project Schedule	500.00	Project Manager
		1.2.4 Project Cost	500.00	Project Manager
	1. Total			5000.00
2.DESIGN		2.1 Technical Specification	1500.00	Project Manager, Project team and steering committee
		2.2 Select building contractor/sign contract (Advertise in media)	2000.00	Project Manager
		2.3 Constructions Drawing	3500.00	Contractor
		2.4 Permits and Approval	500.00	Project team
2. Total			7500.00	
3.CONSTRUCTION		3.1 General Excavation	5000.00	Contractor and team
		3.2 Lay Foundation and Plumbing	10000.00	Contractor and team
		3.3 Frame the Structure	10000.00	Contractor and team

	3.4 Install the Roof	12,000.00	Contractor and team
	3.5 Install Electricals	8,000.00	Contractor and team
	3.6 Complete Internal and External Walls	6,000.00	Contractor and team
	3.7 Install all finishing	6,000.00	Contractor and team
	3.8 Complete Occupancy Inspection	500.00	Department of Planning, SVGTA inspection team
3. Total		57,500.00	
4.PROJECT CLOSURE	4.1 Project Report - Lessons learned log	500.00	Project Manager
	4.2 Handing over Ceremony and Grand Opening	2,500.00	Ministry of Tourism, Project Manager and team
	4.3 Project Sign Off	0.00	Project Manager
Total		3,000.00	

- ❖ Develop Budget- estimated costs of specific activities or work packages are aggregated to create a cost baseline by which project performance would be monitored and controlled. The project manager is cognizant that there are unknown risks which were not identified in the risk register, therefore, a management reserve of 5% is established to buffer any probably “unknown - unknown” risk that may affect the project. Additionally, a contingency reserve of 10%. has been allocated to manage the likelihood of the occurrence of an identified risk. The budget will be controlled and monitored on a monthly basis to ensure that there are no cost overruns and the budget is managed effectively. Below is a table showing the project budget:

Table 10. Budget

Activity List	Cost in XCD	Contingency Reserve @10% XCD	Control Account
Social and Economic Plan	1,500.00	150.00	1650.00
Environmental Impact Plan	1,500.00	150.00	1650.00
Sign Off	0.00	0.00	0.00
Project Charter	500.00	50.00	550.00
Project Scope	500.00	50.00	550.00
Project Schedule	500.00	50.00	550.00
Project Cost	500.00	50.00	550.00
Technical Specification	1500.00	150.00	1,650.00
Select building contractor/sign contract (Advertise in media)	2,000.00	200.00	2,200.00
Constructions Drawing	3,500.00	350.00	3,850.00
Permits and Approval	5,000.00	500.00	5,500.00
General Excavation	10,000.00	1,000.00	11,000.00
Lay Foundation and Plumbing	10,000.00	1,000.00	11,000.00
Frame the Structure	12,000.00	1,200.00	13,200.00
Install the Roof	8,000.00	800.00	8800.00
Install Electricals	6,000.00	600.00	6600.00
Complete Internal and External Walls	6,000.00	600.00	6600.00
Install all finishing	500.00	50.00	550.00
Complete Occupancy Inspection	5,000.00	500.00	5500.00
Project Report - Lessons learned log	500.00	50.00	550.00
Handing over Ceremony and Grand Opening	2,500.00	250.00	2,750.00
Project Sign Off	0.00	0.00	0.00
Aggregate	77,500.00	7,750.00	85,250.00

Cost Estimate = \$77,500.00

Cost Baseline = \$85,250

Management Reserves = \$4,262.5

Project Budget = \$89,512.5

- ❖ Control costs- This is the process of monitoring the status of the project to update the project costs and managing changes to the cost baseline. The cost baseline will be used to measure the project's performance. Variances are noted and corrective action are taken, and risk minimized.

The following Key Performance Indicators would be taken into consideration so as to control and monitor the cost associated with this project:

- Earned Value Management – monitor performance
- Cost Variance- shows if the cost is above or below the set baseline
Planned Value – highlights the estimated cost for project activities scheduled as of reporting

Table 11. Tools, techniques and applications

Tools and Techniques	Application
Project Management Software	This will assist the project team develop resource estimates, and organize, plan and manage resource pool.
Expert Judgment	Expert Judgment will provide fundamental insight required to complete the Craft Village. The project team could be guided by historical information which could help to reduce mistakes and provide recommendation from similar projects.
Meetings	Meeting will be organized to decide on important aspects of the Cost Management Plan.

Vendors Bid Analysis	This technique will be useful for this project not only because it allows for transparency but bids sent in by vendors would be evaluated and the cost would be used to estimate the final cost of the project.
Reserves Analysis	Money will be reserved in a contingency given that many factors may affect project cost.
Performance Review	Construction projects involve a number of labor, hence this technique will help to monitor and control, whereby, performance is analyzed, measure, compared for start and finish dates, percent complete and so forth. It is a good tool for the project team to control the budget in which the work is completed on the Craft Village.
Bottom up estimates	The estimate for the construction of the Craft and Souvenir Village will be determined by estimating the work packaging and rolling them up.

4.5 QUALITY MANAGEMENT PLAN

4.5.1 INTRODUCTION

JPC values excellence and as such a Quality Management Plan is an integral plan in the construction of the Craft and Souvenir Village. The project manager and team will work collectively to ensure that all aspects of the village follow a high standard, moreover, to meet the expectations of the stakeholders in ensuring that they are satisfied with the Craft and Souvenir Village upon completion of the project.

There are a number of processes, structure, policies, procedures and resources that will be considered in this project, so as to ensure the outcome of the project is accurate and precise. According to the *PMBOK® Guide*, 6th Edition, the Cost of Quality is defined as: “the total cost of the conformance work and the nonconformance work that should be done as a compensatory effort because, on the first attempt to perform that work, the potential exists that some portion of the required work effort may be done incorrectly.”

Furthermore, the Quality Management Plan process involves planning for quality, organizing for quality, executing the work, monitoring the work, solving problems by identifying causes of poor quality, re-planning, and establishing preventive measures to reduce defects and poor quality (Harold Kerzner and Frank P. Saladis, 2009).

4.5.2 QUALITY MANAGEMENT PLAN APPROACH AND PROCESSES

The following quality management plan processes will be considered in an effort to ensure that the Craft and Souvenir Village is ‘fit for use’ or meets its intended objectives:

Plan Quality Management- encompasses identifying quality requirements and the required standards for the project. During this process, the specifications for how quality is managed and verified will be pointed out using tools and techniques such as data gathering (brainstorming, benchmarking of other Craft and Souvenir Villages in the region), expert judgments, testing and inspection.

Manage Quality - the Project Manager and the Project team are responsible for utilizing the organisation process assets with the aim of translating the relevant policies and procedures into executable activities that meets the quality requirements. The main tools and techniques relevant to managing the quality of work for the construction of the Craft and Souvenir Village are data gathering, design for x (excellence), quality management methods and audits.

Control Quality – will be useful to help the team assess, monitor and record the performance of the quality of activities. The verification and validation of the activities against the stakeholders' requirements will be on continuously. This would be done using techniques and tools such as data gathering, testing product/evaluation, inspection and meetings.

Plan Quality Action

- Application of sustainable development practices and principles.
- Documentation and adaptation of best practice and standards for sourcing materials.
- An evaluation for environmental effects of the material, storage and transportation

Quality Assurance Action

- a system for inspection will be organized
- a system for compliance with acceptance standards for the construction of the Craft and Souvenir Village will be coordinated.

- an assessment of deviation from the design documentation will be conducted

Quality Control Actions

- Verify and monitor the application of government regulations and guidelines
- Utilize a control chart to ensure that all activities are confirming quality standard
- Record issues log, changes made and lessons learned

4.6 COMMUNICATION MANAGEMENT PLAN

4.6.1 INTRODUCTION

A Communication Management Plan will be developed in an effort to ensure that the information pertaining to the Craft and Souvenir Village is managed, communicated and transmitted in an efficient manner. Moreover, the Project Manager will be responsible for successfully communicating alignments of goals and milestones, keep stakeholders abreast of project progress, timelines, budget and updates through effective and efficient use of communication methods. The Communication Plan will provide the relevant procedures, processes, resources and tools applicable to the construction of the village.

Furthermore, the three (3) processes of the Communication Management Plan will provide the basis in which essential tools and techniques are utilized to create a successful plan. These three (3) processes includes plan, manage and monitor communication.

4.6.2 COMMUNICATION PROCESSES AND APPROACH

Plan Communication

This process is used to develop an approach for the project's communications activities based on the needs of the stakeholders and the project. During this process, the Project Manager, team and stakeholders will decide and document how information regarding to the project would be transmitted so there is a clear understanding of the methods and frequency of which information would be shared among each stakeholder.

The following table illustrates the frequency and methods of communication that will be used to communicate with the main stakeholders related to the construction of the Craft and Souvenir Village:

Table 12. Communications Plan

Stakeholder	Frequency	Format/Channel	Responsibility	Notes
Project Sponsor	Major Milestones	fax, meetings and emails	Provide financial support	High level timelines, progress updates
Project Manager	Daily, weekly and monthly	presentations, meetings, dashboards, Information Management System	Manage the overall project plans, project and project team	Presentations would be done with project sponsor and stakeholders at the initial stage of the project. Weekly meetings would be conducted with project team to manage and monitor project progress. Project status report would be provided monthly.

Stakeholder	Frequency	Format/Channel	Responsibility	Notes
Project Team	Daily and weekly	Emails, telephone, face to face, meetings and dashboards	Assisting the project manager in operations and completing daily task and activities related to the project	weekly updates on deliverables and activities would be done, daily updates on tasks
Contractor	At the end of each milestone	Face to face, site visits, emails	Providing estimates for building materials, delivering project deliverable on time, managing construction team to complete the Craft and Souvenir Village within the approved budget, quality and timeframe	Site visits and reports would be done at the end of each milestone
Consultant	At the completion of Social and Environmental Plans as specified	Meetings, face to face presentations, emails	All plans are to be received from each consultant before the construction of the Craft and Souvenir Village. Provide expert judgements	The results and inputs of the plans are critical to the overall success of the Craft and Souvenir Village
Steering committee	Monthly	Meetings, presentations, emails, virtual meetings	Provide requirements and project expectations and support	A varying number of stakeholders are instrumental in offering requirements and technical support for the Craft and Souvenir Village.

Stakeholder	Frequency	Format/Channel	Responsibility	Notes
Ministry of Tourism	Monthly	Meetings, presentations, emails, virtual meetings	Organisation enterprise asset and provision of tourism policies related to project, technical support, expert judgments.	The support from the Ministry of Tourism will be critical to the project success as they will be able to provide important documents and information related to the project.
SVGTA	Monthly	Meetings, support	Providing information related to the target audience and market for which the village will be constructed, developing packages and support.	This entity will be responsible for the marketing of the village as a tourism product and attraction, therefore, there input is necessary

Manage Communications

The manage communication process involves creating, collecting, distributing, storing, retrieving and disposition of project information so as to ensure that the communication plan is implemented effectively. There are various tools and technique that will be used in this process namely, performance report, communication methods and information management system.

Information would be collected and transmitted through a project dashboard so that information is accessible, uploaded and updated to the relevant project team members. The dashboard would reflect information for the construction of the Craft and Souvenir Village, such information includes work in progress, status progress report, task completed, things to do base on the Gantt chart. Information technology/system plays and integral part in the overall project, therefore, a well-managed dashboard would be fittingly utilized to manage information related to the project.

Monitor Communications

Monitoring communications is the process of ensuring the information of the project and the stakeholders are met. The process is essentially vital as it helps to ensure that information checkpoints are established so as to keep everyone on the right track. This process will ensure that information flows methodically among stakeholder, at any moment in time.

This project will be monitored using manage by walking around technique, stakeholders' assessment and meetings. Information from the Resource Management, Communication Management and the Stakeholder Engagement Plan would be used to determine if the different strategies are on track and remedial action take as deem necessary in alignment with the project objectives. There would also be a survey conducted among the artisans to determine their needs and requirements.

4.6.3 Communication Tools and Techniques

Table 13. Communication tools, techniques and applications

Tools and Technique	Application
Expert Management	This is a very useful technique as it provides fundamental insight required to complete the construction of the Craft and Souvenir Village from pertinent experts. The information provided from the experts could help to mitigate mistakes and offer lessons learnt from similar projects.
Communication Methods	Providing information to stakeholders is important, however, choosing the most relevant communication method ensures that the information communicated is received and understood. Therefore, this technique would be utilized in an effort to relay information in a clear and timely manner. Additionally, this technique allows for feedback which may help to add value to the project
Meetings	There would be face-to-face scheduled meetings at different phases of the project. Therefore, a platform would be provided to encourage meaningful discussion among the team and stakeholders. In addition, this platform would provide stakeholders with the opportunity to share their opinions.
Performance Report and Feedback	At the end of each milestone, the project manager would draft a performance report to assess plan performance against actual performance. This would help to monitor the performance of those critical deliverables. Also, these reports would be used to provide feedbacks to stakeholders about the progress of the project.

4.7 STAKEHOLDERS MANAGEMENT PLAN

4: 7.1 INTRODUCTION

The success of the Craft and Souvenir Village is highly dependent on the support and involvement of each stakeholders. Stakeholders Management Plan helps the Project Manager and team identify, manage and monitor stakeholders who may positively or negatively impact the implementation and execution of the project.

There are four (4) main process included in the Stakeholders Management Plan namely, identify stakeholder, plan stakeholder, manage stakeholder engagement, and control stakeholder engagement. Ultimately, the plan is instrumental as it influences all other subsidiary plans of the Project Management Plan. The project stakeholders will be identified and listed in a stakeholder's register which is one of the main outputs of the plan stakeholder's management process.

4.7.2 STAKEHOLDERS MANAGEMENT APPROACH AND PROCESSES

- Identify Stakeholders - this process involves an identification and data collection about people, groups and organisations that could impact or influence the project. There are a number of tools and techniques that the Project Manager would utilize to identify stakeholders namely, meetings, consultation, interviews, surveys and organisation asset. The Project Manager would work closely with the Ministry of Tourism, Sports and Culture to collect relevant information needed to connect and work with the appropriate stakeholders.
- Plan Stakeholders Management - the Project Manager will assess the level of interest and involvement of each stakeholders using analytical techniques (see figure 14). In addition to assessing the level of stakeholders' involvement, the Project Manager would assiduously work closely with the relevant

stakeholders to avoid conflict and resistance during each phase of the project.

Table 14. Stakeholder Register Matrix

Stakeholder Register Matrix

Construction of a Craft and Souvenir Village - Stakeholder Register Matrix							
Project Name	Craft and Souvenir Village						
Main Sponsor	Government of St. Vincent and the Grenadines						
ID	Stakeholders	Functional Area	Roles - Responsibilities	Main Expectations	Major Requirements	Influence/Impact (Low-Medium-High)	Plan for Engagement
1	Government (Ministries Agencies etc)	Project Financing and Scope management	Cashflow, Managing budget to ensure monies are allocated to different components of project efficiently	Regain economic and cultural growth. Cost remain low and project is beneficial and profitable	Ensure the project align with government policies.	High	The Government will be kept satisfied through the provision of monthly status reports and involvement of all critical components of the project.

2	Architect	Scope management	Design, drawings and drafts are aligned with required specifications.	Contractors will execute the architectural plan as specified. Using the best material and skill available.	Project scope so as to provide the most apt design in accordance with specification.	Low	Although the Architect has high interest in the project, he has low influence on the construction of the village and must be kept informed. The requirements and specifications for the construction of the village will be provided to the architect.
3	Contractor/bidders	Procurement Management	Provide quality products and services in a timely manner.	Required information made available to complete construction efficiently. Minimize waste, work within sched-	Project survey and architectural plan to complete the work as per design. First allot-	Low	Although the contractor has low influence, he has stakes in the project, and plays a critical role. Therefore, he will be kept informed as to the time,

				uled timeframe. Business con- ducted with fairness and transparency.	ment as per con- tractual arrange- ment (re- tention)		quality and cost of the project
4	Craft Artisans	Project Support (production of crafts and sou- venirs)	Rental of Huts and responsible use of the amenities pro- vided at the CSV	Application of occupation health and safety stand- ards and low operational cost.	Provision of quality and rea- sonable priced products and ser- vices	Medium	The artisans are integral to the success and con- tinuity of the vil- lage. Therefore, they will be kept informed, keep satisfied and en- gaged.
5	Hotelier/Taxi and Tour operators	Support	solicit and cre- ate packages to include sales and patronage from the Craft and Souvenir Village.	Attractive terms and conditions,	Attractive benefits and pack- ages	Medium	Their support will help to ensure that the village is profitable and viable. In that case, they will be engaged and kept informed.

6	Resi- dents/community close to the CSV	Support	Utilisation of facility	Economic growth, em- ployment	Elevated standard of living and quality of life	Low	The residents will be monitored and kept informed regularly.
8	NGO (including the media)	Support	Utilisation of facility and ser- vices and keep an eye out for discrepancies (watch dog for the public inter- est)	Sustainability and livelihood protection and equity.	Transpar- ency at all levels of operation	Low	The media and NGO's are just as important. The project team would therefore monitor them closely and pro- vide relevant and up to date infor- mation so that the project is not negatively im- pacted by these groups.

- **Manage Stakeholders' Engagement** – It is the responsibility of the Project Manager to strategically manage the stakeholders who may influence the project. In light of this the project team have gone through a series of training to develop their communication, negotiation, soft and leadership skills so that communication is done effectively. Furthermore, the input provided from the Communication Management Plan will help to ensure that communication between the project team and stakeholders is fluid. Importantly, the support of the stakeholders is pivotal to the achievement of project the goal and objectives, therefore, stakeholders' concerns and needs will be taking into consideration to ensure the best project outcomes.
- **Monitor Stakeholders' Engagement**- in order to monitor and control stakeholder's engagement, the Project Manager will evaluate the current plan and compare it against the actual stakeholder's engagement activities and performance level. Information regarding stakeholder's engagement would be recorded and documented using Information Management System.

4.8. RISK MANAGEMENT PLAN

4.8.1 INTRODUCTION

The Risk Management Plan defines how risks associated with the construction of the Craft and Souvenir Village project will be identified, analyzed, and managed. It indicates the different risk management activities that will be utilized to perform, record, and monitor risk throughout the different phases of the project.

Managing risks is a fundamental aspect of the project management process for planning and performance phases of the Craft and Souvenir Village project. The plan provides the methodology to identify and quantify the risks potentially associated to the project, determine the consequence and associated probability, and develop mitigation strategies. Likewise, opportunities will be managed to ensure project success.

Risks can have negative impact on the successful completion of a project. The following risks may be associated with the Project:

- Natural disaster such as hurricane may affect the project completion date and thus increase the cost. St. Vincent and the Grenadines is susceptible to hurricanes and volcanic eruption.
- Cruise agents, tour companies and HTA fail to sign the memorandum of understanding
- Delay in Environmental Impact Assessment approval
- Procurement conditions delay implementation of the project
- Delays in disbursement of funds
- Lack of engagement of Craft Artisans

4.8.2 Risk Management Approach

Risk Identification - The main techniques used to identify the risk associated with the construction of the Craft and Souvenir Village are brainstorming, interviews, document reviews and SWOT analysis.

Risk Assessment- The risk identified have been assessed and group into external and internal risk so each risk would be considered and addressed accordingly. The Project Manager is cognizant of the fact that the village would be constructed in a destination prone to several natural disaster such as flooding, hurricane and earthquake. The Risk will be evaluated based on impact and probability. A risk management report will also be generated.

Risk resolution – there have been three (3) main actions recognised as relatively important approaches or steps to be taken in an effort to address the risk that have been listed in the prioritisation matrix namely, accept, transfer and mitigate risk.

Table 15. Risk Breakdown Structure (Source: Jewelene Charles- Scott Author of Study)

RISK LEVEL 0	RISK LEVEL 1	RISK LEVEL 2	RISK LEVEL 3
All Sources Of Project Risks	1. External Risk	Natural Environment	3.1 Natural disaster
			3.2 Health Crisis
			3.3 Political
			3.4 Financial Market
	2. Technical Risk	Technology	3.5 Project design
		Performance	3.6 Equipment and Technology malfunction
	3. Organization and Management	Knowledge and Decision making	3.7 Schedule and resources constraints
			3.8 Financial constraints
	4. Safety	Training	3.9 Inspection Compliance
			3.10 Safety Measures

Table 16. Risk Register (source: Author of Study Jewelene Charles- Scott)

P x I (probability x impact)	
From 1 to 3	Green
From 4 to 6	Yellow
From 7 to 9	Red

Risk Code	RISKS	CONSEQUENCE	OWNER	PROB-ABILITY	IMPACT	Px1	RISK RESPONSE STRATEGY
3.1	Natural Disaster	During the period July to November the project will be susceptible to the effects of possible hurricanes and flooding. This could impact schedule as there can be a delay in sourcing, obtaining and collating relevant information for the project	Project Manager	3	3	9	Transfer risk by acquiring insurance to cover the cost of any flood damages
3.2	Health Crisis	The world is currently dealing with the crippling effects of the coronavirus.	Project Manager	2	2	4	Accept and manage the risk by creating a Crisis Management Plan. Work

Risk Code	RISKS	CONSEQUENCE	OWNER	PROB-ABILITY	IMPACT	Px1	RISK RESPONSE STRATEGY
		This virus is likely to negatively affect the quality of materials/work, productivity and project schedule.					along with Health Officials so that changes would be made to schedule if necessary.
3.3	Political	The project is being executed in an election year. The last elections results were very close and the likelihood of a new government coming into power is high. The Opposition may have different plans and focus that are not aligned with the present Government. Therefore, the project schedule and cost maybe affected.	Government Of SVG	2	2	4	Transfer risk to government and opposition. Sign Memorandum of understanding with both Government and opposition party

Risk Code	RISKS	CONSEQUENCE	OWNER	PROB-ABILITY	IMPACT	Px1	RISK RESPONSE STRATEGY
3.4	Financial Market	Inflation can affect the cost of material	Project Manager	2	2	4	Accept and manage by taking consideration of this in the contingency reserve
3.5	Project Design	Designs may vary from scope and stakeholder's requirement, project delays	Project Manager	1	1	2	Mitigate – have designs reviewed by another architect and engineer
3.6	Equipment and Technology Mal-function	project delays and cost overruns	Contractor	1	1	2	Transfer risk to contractor by documenting his responsibilities to the project in a sign contract.
3.7	Schedule and resource constraint	Project overruns, cost delays	Project Manager	1	1	3	Mitigate by implementing communication plan to provide platform for timely and effective communication amongst stakeholder and project team. Ensure monthly reported are pro-

Risk Code	RISKS	CONSEQUENCE	OWNER	PROB-ABILITY	IMPACT	Px1	RISK RESPONSE STRATEGY
							vided so that project updates are available.
3.8	Financial constraints	Project delay and cost overruns.	Project Manager	2	2	4	Mitigate by ensuring that 80% of the project budget is released by the Government before the project commences. Manage project cost by creating a bank account for the construction of the Craft and Souvenir Village so that the necessary finances are available as it maybe needed.
3.9	Inspection compliance	Project failure and project delays	Project Manager	1	1	2	Mitigate - Have frequent inspection visits to ensure compliance with technical specifications

Risk Code	RISKS	CONSEQUENCE	OWNER	PROB-ABILITY	IMPACT	Px1	RISK RESPONSE STRATEGY
3.10	Safety Measure	Workplace accidents	Project Manager	1	1	2	Mitigate - Ensure that construction team have certified and competent employees. Provide safety regulations and trainings for employees

5. CONCLUSIONS

Jewel's Projects and Consultancy Firm accomplished its objectives by creating the Project Management Plan for the construction of a Craft and Souvenir Village. The plan was developed and designed to incorporate the fundamentally important knowledge areas postulated by the Project Management Institute. These knowledge areas were used as the basis for creating a sound and well-crafted plan with the aim of successfully implementing and executing a project based on good practices, substantive theory and effective tools and techniques. The following methodical and decisive knowledge areas provides the framework for the project life cycle of the Village:

1. The Integrated Management Plan was created to ensure that each subsidiary plan was designed with the foundation of a project charter. The Project Charter is one of the first high level document created so that the sponsor agreed and became cognizant of each objectives, processes, constraints and assumption, just to name a few. There are ten (10) knowledge areas used to develop a project management plan, however, eight (8) management plans were drafted as requested by the Government of St. Vincent and the Grenadines. The two (2) other plans namely, human resource plan and procurement management plan were not requested by the government, given that Projects Department in the Ministry of Economic Planning is responsible for managing these aspects. Nevertheless, the project manager and project team would work closely with the department to ensure that all other aspects of the project are aligned and integrated.
2. A Scope Management Plan was successfully developed to ensure that all the work related to the planning and implementation of the construction of the Craft and Souvenir Village were captured. Further, to enhance the validity of the scope a Social and Economic Impact Analysis and an Environmental Impact study was conducted by con-

sultants. Moreover, analytical techniques were used to collect requirements and defined the scope of the project. The stakeholders' needs were identified and specifications were clearly defined in the Scope Management Plan.

3. The Schedule Management Plan was successfully created using different project management tools and techniques. In particular, a Gantt chart was one of the main tools used as part of the Schedule Management plan. The structure and details outlined in the chart ensured that the project deliverables were completed within the two hundred and sixty days (260) allotted timeframe for the completion of the project work. Additionally, major milestones and tollgates were listed to ensure that each phase were completed and managed accordingly.
4. A Cost Management Plan was successfully created to guarantee that the finances related to the project were managed and controlled. Furthermore, cost estimates techniques were applied to develop a practical budget. Expert judgement and benchmarking were useful inputs to determine the credibility of the budget. Importantly, a management and contingency reserves were considered and allocated to the project so as to avoid or mitigate the impact of any risk to the project.
5. The project manager and team were resolute in creating a quality management plan that would take in consideration regenerative and Sustainable Tourism Development practices. Therefore, the expertise of Quality Assurance Manager and Quality Development Manager played an integral part in developing the quality management plan. The overall success of the project is dependent on not only time and cost but also quality, hence, a quality management plan was suc-

cessfully created to provide quality action, quality control strategies and techniques.

6. The Communication Management Plan provided as part of this PMP provides a detailed layout of how communication would be handled during the project. The plan highlights the various methods and frequency utilized to communicate with each stakeholder. Stakeholders' involvement through meetings and the used organisation assets were quite useful in determining the most suitable and applicable means of transmitting information to stakeholders. The project team and stakeholders played an essential role in delivering project deliverable; therefore, communication must be clear and effectively managed.
7. Stakeholders are the foundation for building project success. In this regard, a Stakeholders Management Plan was successfully developed to reflect instrumental tools such as a stakeholder register matrix. The stakeholders register matrix provides details and strategies of how to engage and manage stakeholders who are affected or impacted by the construction of the Craft and Souvenir Village.
8. Finally, a Risk Management Plan was successfully drafted to prepare for and or control any eventualities. In an ever-changing environment and uncertain economy, it is important to plan for risk. In light of this, the project manager, project team and the steering committee brainstormed to identify possible risk that may affect the success of the project. From the brainstorming session a risk assessment was done, in addition, a risk breakdown structure and a risk register were developed to managed and mitigate risk.

6. RECOMMENDATIONS

The below recommendations are for the consideration of the Ministry of Tourism, Sports and Culture in St. Vincent and the Grenadines:

1. The methodologies and good practices provided in the PMBOK Guide was the basis for the development of the Project Management Plan for the construction of the Craft and Souvenir Village, therefore, this project could be used as the benchmark for developing future project.
2. A database of relevant craft artisan could be created to encourage greater network and a regular support framework for stakeholders. For instance, the educational level or background of each stakeholders is vital information that could be used to tailor specific needs accordingly. In addition, the information could be used to provide opportunities to these stakeholders as it regards to professional development locally and internationally.
3. The Ministry is advised to work along with the SVGTA to provide a standard for craft artisans in the context of product development so that quality provided by the artisans are managed and monitored. The facilitation of proper waste management techniques and strategic planning through training would foster a greater appreciation of Sustainable Development practices which further hinges on quality management actions.
4. In an effort to sustain the craft industry, regular training could be provided to schools across the destination. Furthermore, monthly visits could be facilitated by the Communication's Unit of the Ministry of Tourism as part of their tourism education work programme so that the craft sector would be embraced by students.

5. As part of the overall policy framework of the Ministry of Tourism, it is critical to work in tandem with the Craft and Souvenir Artisans of St. Vincent and the Grenadines, this could be done through the establishment of Craft and Souvenir Artisans Association. This would provide for greater stakeholders' interaction so as to ensure a well-structured system and a platform in which artisans can have a stronger voice and lobby for their needs. Insurance arrangements among other important features of an organisation would also be addressed through such an establishment.
6. Likewise, the Communications Management Plan provided in this document can be used as a template for the development of a Strategic Communications Plan for the Association.
7. A regenerative approach to development is fundamental in this era, therefore, a detailed study or assessment of the sociocultural and other holistic factors should be considered. A relevant timeframe should be put in place to ensure that the assessment is done regularly. For example, assessment could be conducted every four (4) years. This may also help to mitigate certain risk overtime.

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APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Date:	Project Name:
26th August, 2019	The project Management Plan for the construction of a Craft and Souvenir Village
Knowledge Areas / PM Processes:	Application Area (Sector / Activity):
(Should indicate the knowledge areas and process groups which are related to the project)	Construction
Knowledge Areas: Integration, Scope, cost, quality, communication, risk, schedule and stakeholders, management	
PM Processes:	
Project Start Date:	Project Finish date:
26th August, 2019	28-Feb-20
Project Objectives (General and Specific):	
General Objective:	
To develop a Project Management Plan for the construction of a Craft and Souvenir Village	
Specific Objectives:	
<ul style="list-style-type: none"> • To create a project charter in order to define the key input elements to develop the project management plan • To develop a Scope Management Plan in order to ensure that all the work related to the project is completed successfully. • To create a schedule Management plan to ensure that all deliverables are completed within scheduled time. 	

- To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.
- To formulate a quality management plan so as to identify the quality requirements for the project and to ensure that the quality of the deliverables meet expectations for approval within the time, cost and scope constraints.
- To design a communication management plan in an effort to ensure a level of efficacy as it regards to communication of the project status and other important information.
- To develop a stakeholder management plan in which stakeholders will be identified in an attempt to gain effective stakeholder engagement.
- To develop a risk management plan in an attempt to identify risks and develop responses to minimize the likelihood of the risks on the project.

Project purpose or justification (merit and expected results):

The aim of the project management plan is to provide the St. Vincent and the Grenadines department of Tourism with a comprehensive prepared document. The plan would focus the social and economic benefits of the craft/souvenir industry in St. Vincent and the Grenadines with significant enhancement of the destination's tourism product offering. Additionally, the plan would provide the framework for the construction of the Craft and Souvenir Village for which an adequate facility would be made available for the target to benefit from a more organized and structure exchange of service and products.

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

The project final deliverable will be the Project Management Plan for the construction of the Craft and Souvenir Village, which will incorporate the subsidiary documents of a Project Management Plan.

The deliverables are: Integration Scope Management Plan, Scope Management Plan, Schedule Management Plan, Cost Management Plan, Quality Management Plan, Communication Management Plan, Stakeholder Management Plan and Risk Man-

agement Plan.

Assumptions:

1. It is assumed that the required information needed to complete this project would be easily accessible and readily available. 2. Also, it is assumed that all relevant stakeholder would communicate their needs in a clear and timely manner, as it relates to the project.

Constraints:

Cost and quality: there may be limited data accessible due to limited funds to carryout structure research.

Resources: there is only one individual working to collect and put all the necessary information together needed for a comprehensive Project Management Plan

Preliminary Risks:

A disaster of any nature affecting the destination could impact project time and cost. Power outage, landslides could have implication on the project constraints.

Budget:

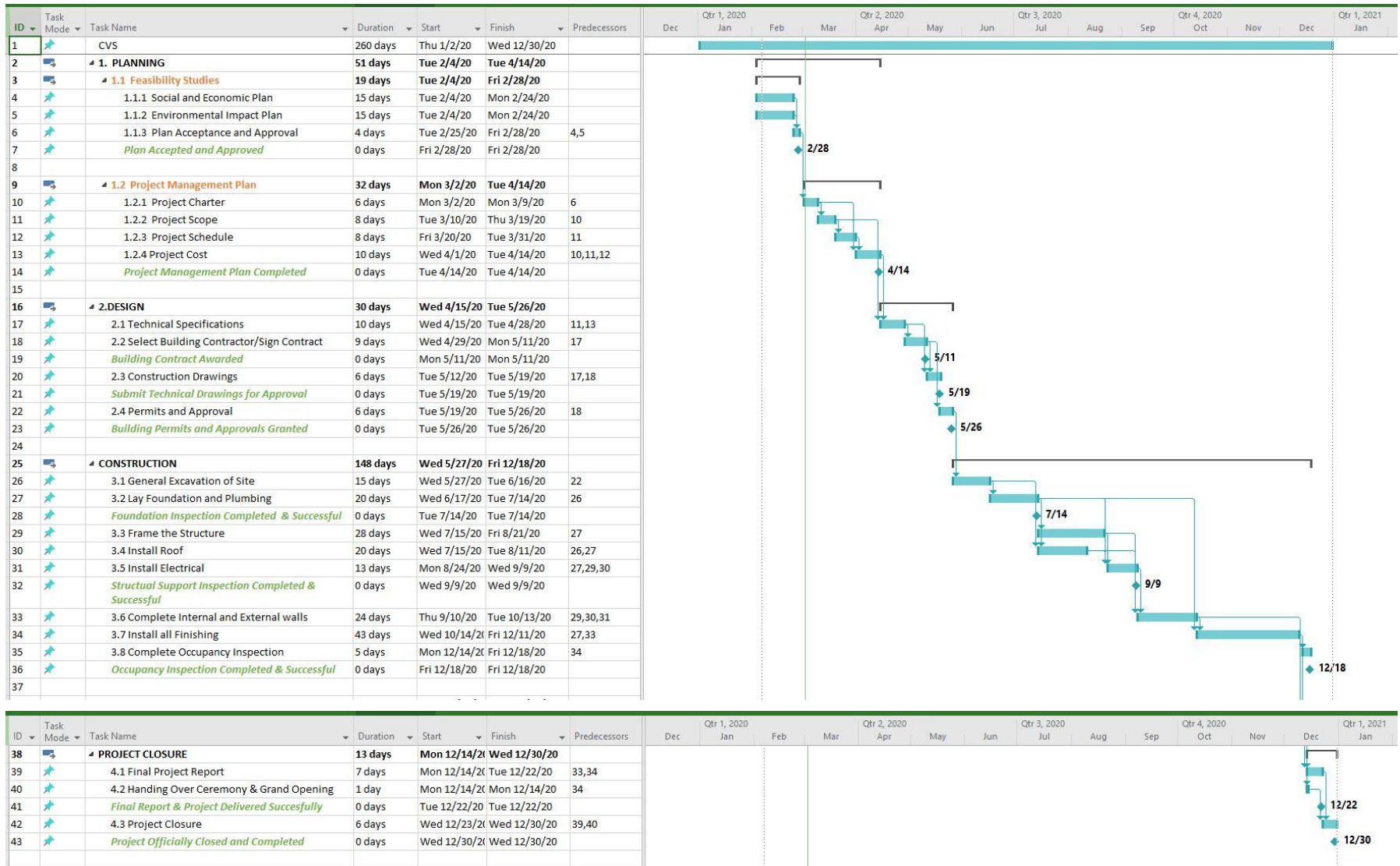
US \$100,000

Milestones and dates:

Milestone	Start date	End date
The Milestones/ Deliverables	Target	Milestones/ Deliverables
Feasibility Study Completed	Feb 28, 2020	Feasibility Study Completed
Project Management Pan Completed	Apr 14, 2020	Project Management Pan Completed
Project Tollgate 1	Apr 14, 2020	Project Tollgate 1
Technical Drawings Completed	May 12, 2020	Technical Drawings Completed
Building Contract Awarded	May 19,	Building Contract Awarded

	2020	
Relevant historical information:		
<p>Jewel's Project and Consultancy Firm has had 10 years working relationship with the Craft and Souvenir artisans in St. Vincent and the Grenadines. The company has planned several successful exhibitions for the artisans; however, it is evident that the artisans are in dire need of a facility that provides opportunity for greater benefits of the industry. Jewel's Projects and Consultancy has also provided customer service and tourism education training to these artisans as they have strived to develop professionally.</p>		
Stakeholders:		
<p>Direct stakeholders: Craft Artisans and Community members, hotel and cruise agents, government</p>		
<p>Indirect stakeholders: Contractors, suppliers</p>		
Approval:		
<p>Project Manager: Jewelene Charles-Scott (Jewel's Projects and Consultancy Firm)</p>	Signature:	
Authorized by:	Signature:	

Appendix 2: Gantt Chart – Schedule and estimated duration
(source JCP, author of study)



Appendix 3: Change Request Form
(source JCP, author of study)

Project Name	Construction of a Craft and Souvenir Village in SVG	Project Manager	Jewelene Charles-Scott
Project Number		Project Sponsor	Government of St. Vincent and the Grenadines
Date		Requestor	
Describe the Requested Change			
Describe the Reason for the Request			

Risk Identification/Analysis

Impact Analysis			
Work to be Modified			Version Number
1.			
2.			
3.			
<i>Describe the impact of the suggested change to work that is already complete.</i>			
Schedule Impact			
New Deliverables Description	Effort Hours	Date Required	Impact to Other Delivery Dates
1.			
2.			
3.			
<i>Based on the impact, state the estimated date for implementing the requested change. State the new estimated project completion date.</i>			
Budget Impact			

New Deliverables Description	Lessen or Eliminate Other Expenses? Please describe.	Cost of New Deliverable	Total
1.			
2.			
3.			
Describe the overall impact to budget/cost.			
Decision			
<input type="checkbox"/> Approved <input type="checkbox"/> Rejected <input type="checkbox"/> Approved with modifications <input type="checkbox"/> Deferred			
Justifications			
Additional Comments			

Approver's Printed Name

Date

Title

Signature

Appendix 4: Document Name Here

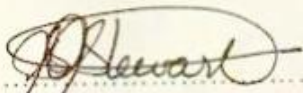
16th March, 2020

Academic Advisor
Masters Degree in Project Management (MPM)
University for International Cooperation (UCI)

Dear Academic Advisor

Re: Philological Review of Final Graduation Project Submitted by Jewelene Charles-Scott in Partial fulfilment of the requirements for the Masters in Project Management (MPM) Degree.

I hereby confirm that this thesis entitled PMP for the construction of a Craft and Souvenir Village has been reviewed and meets the literary and linguistic standard expected of a student reading for a degree at the Masters level.



Mrs. Shara Ollivierre-Stewart

Appendix 5: Document Name Here

**THE UNIVERSITY OF THE WEST INDIES**

Shara Sharnica Olivierre

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

**MASTER OF ARTS
ENGLISH LANGUAGE**

September 1, 2014

DATE

Con R. Horn's

VICE-CHANCELLOR

C. William Horn

UNIVERSITY REGISTRAR