

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
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PROJECT MANAGEMENT METHODOLOGY FOR THE SOCIAL DEVELOPMENT
COMMISSION (SDC) OF JAMAICA

PETTIA WILLIAMS

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Master's in project management (MPM) Degree

Xavier Salas
TUTOR

Monica Gonzalez
REVIEWER No.1

Eneida Góngora
REVIEWER No.2

PETTIA WILLIAMS

STUDENT

DEDICATION

If you want to go fast, go alone. If you want to go far, go together.

– African Proverb -

I want to dedicate this final graduation project to all my colleagues who are tirelessly involved in projects for the enrichment of the lives of others.

Pettia Williams.

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- the academic staff of the UCI who provided invaluable guidance and feedback
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- my family who has exercised patience and support throughout this entire course.

It is my hope, through our combined efforts, that this document will bear much fruit.

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ABBREVIATIONS AND ACRONYMS

CBOs	Community Based Organizations
CDCs	Community Development Committees
CSOs	Civil Society Organizations
DACs	Development Area Committees
FGP	Final Graduation Project
ICDS	Integrated Community Development Strategy
OPM3	Organizational Project Management Maturity Model
PDCs	Parish Development Committees
PM	Project Management/Manager
<i>PMBOK® Guide</i>	Project Management Body of Knowledge
PMI	Project Management Institute
SDC	Social Development Commission
CAP	Community Action Plan
SWOT	Strengths, Weaknesses, Opportunities, Threats

EXECUTIVE SUMMARY (ABSTRACT)

The Social Development Commission (SDC) is the principal community organization agency working with Jamaica's seven hundred and seventy-five (775) communities. One of the focus areas of the SDC is the Priority Planning & Project Development Programme which is a systematic process used to engage communities in determining and defining immediate, short and long-term priority issues such as community safety and youth inclusion and remedial activities that effect immediate change to an ongoing challenge. These projects aim to improve community participation in their own development, governance, and economic prosperity through capacity building, networking and building partnerships and direct support. This project looked at the current practices, what guided the current practices, identified any gaps that existed and what recommendations could be made for aligning the gaps to PM standards, where they do not yet exist through the development of a project management methodology suitable for social development projects.

Jamaica has a national development plan to get to first world status by the year 2030. This plan is known as Vision 2030 and includes several development areas. The end goal is to have Jamaica be the place of choice for people to live, do business and raise families. The individual participation and buy-in of citizens are crucial to this process. The Social Development Commission of Jamaica is one of the chief government agencies used to achieve the goals through the development of community projects. The organization has an existing framework for project development but none for project management. It was, therefore, important to develop a methodology that could be easily used by the agency and community leaders to increase project success and thereby further the mandate of the organization.

It was important to establish a project methodology for social projects as not a lot of materials exist that speaks to project management in the SDC and social projects in general. Project management is traditionally common to the technology and construction industries and especially in the context of limited resources and time constraints.

The general objective of this Final Graduation Project is to develop a project management methodology framed within the standards of the Project Management Institute to manage the integrated community and local economic development strategy for the Social Development Commission (SDC) of Jamaica. The specific objectives were: to evaluate the current practices and project management methodologies in use at the SDC, to develop a project management methodology to be utilized in social development projects of the SDC, to create adaptive tools and templates to support the implementation of project management in communities by the SDC and to create a one-day training guide to utilizing the proposed methodology.

The methodology for this research was exploratory and semi-structured interviews were performed after which the data were analyzed to identify the extent of the knowledge of the community development officers about project management. Document analyses were also performed with the existing official documentation of the organization. This informed the development of the components of the methodology inclusive of processes, project documents, and strategies for integration into the existing system of the SDC.

The results of the research were presented using charts, tables that explain the current practices and project management methodologies in use at the SDC, the SDC project management methodology developed, the templates and tools developed and the one-day training guide created.

The results obtained from unstructured interviews and document reviews indicated that the SDC has an existing project management methodology that was not very effective. A SDC Project Management Methodology was developed to address the shortcomings in the methodology of the SDC while accommodating the organizational structure.

To standardize project execution, twelve templates were developed. In order to ensure how the methodology works a comprehensive description was developed detailing the core ideas and how the proposed methodology works. This was followed up by a one-day training guide for the organization.

To the end it was recommended that the training developed be embedded in organizational approach to projects and that there is consistent use of relevant project documents.

1. INTRODUCTION

Background

The Social Development Commission (SDC) is the principal community organization agency working with Jamaica's 775 communities. It is a government-mandated organization that provides services through initiating social surveys to determine community needs, training local leaders, and setting up practical community projects. These projects seek to improve the quality of life through good governance, economic prosperity, sustainable environment and social well-being.

One of the focus areas of the SDC is the Priority Planning & Project Development Programme. This is a systematic process used to engage communities in determining and defining immediate, short and long-term priority issues. These issues include: community safety, youth inclusion, climate change and remedial activities that effect immediate change to an ongoing challenge. Currently, there is a framework in place for community engagements and project development but there is no project management methodology employed. It is therefore important to develop a methodology that can be easily used by the agency and community leaders to increase project success and thereby further the mandate of the organization to serve the advancement of – sports, social, cultural & economic development – for the people of Jamaica and its workers.

Statement of the Problem

The government of Jamaica currently has a goal of transforming the country into the place of choice to live, work, raise families and do business by the year 2030. The Social Development Commission (SDC), through its research and community planning programs is a key player in the realization of this goal by way of the implementation of sustainable community projects. With the same cadre of staff, the expectations are that there will be more community engagements and development through successful projects. The focus of this project is therefore to develop a project management methodology for the SDC that will guide the planning, initiating, executing, monitoring and controlling and closing of projects. Social development or intervention projects are often overlooked in the arena of project management. The PMI guidelines and most project management methodologies were designed for use in industry and technology. This makes them challenging to use for social projects and as such a more simplified methodology, more suited to the realities of the developing world is needed.

Purpose

The projects undertaken by the SDC are grouped under community development projects and supported jointly by government ministries (education, health, youth, and culture) international donors (USAID, European Union) and community members (youths, community leaders, community groups). The projects usually fall into the categories of governance, economic development, environmental sustainability and sports.

The time frame for projects is determined after assessment and can be immediate, short or long term. Budgets are determined by needs, impact and support from internal and external stakeholders that can range from a few persons to large communities that will be affected by a project. Projects are primarily carried out by community members however guided by project officers of the organization who

must ensure that the projects are implemented and performed according to the established policies and procedures. These are usually persons with a background in social sciences.

This paper seeks to develop a single methodology that will be appropriate to use for managing all projects within the organization. This will be beneficial to the SDC in the following ways:

- It will promote and increase community participation and efficacy, knowledge transfer
- Efficient use of resources
- Develop a culture of project management that aligns with the standards of the Project Management Body of Knowledge.
- Standardized project execution
- Reduced the risk of project failure
- Help communities to successfully deliver projects within the time, budget, scope and quality constraints using the existing participatory methods used to engage communities.

The outcome of this project can also set the precedence for all social intervention projects in communities by other organizations.

General Objective:

To develop a project management methodology framed within the standards of the Project Management Institute to manage the integrated community and local economic development strategy for the Social Development Commission (SDC) of Jamaica.

Specific Objectives

1.To evaluate the current practices and project management methodologies in use at the SDC.

- 2.To develop a project management methodology to be utilized in social development projects of the SDC.
- 3.To create adaptive tools and templates to support the implementation of project management in communities by the SDC.
- 4.To create a one-day training guide to utilizing the proposed methodology.

2. THEORETICAL FRAMEWORK

2.1 Organization Framework

In Jamaica, there are three (3) counties consisting of fourteen (14) parishes. The affairs of the country are managed under Government Ministries. Currently, there are 14 ministries comprising of agencies and various departments. The Social Development Commission is an agency under the Ministry of Local Government and Community Development. This ministry “facilitates the development of communities that can deliver sustainable first world services through modern, participatory, autonomous and adaptive systems, for the benefit of all citizens.” (Government of Jamaica, 2013). The SDC has two main strategic goals:

1. Advance the development of communities through an integrated community development strategy through increasing community participation and economic benefits through initiatives for local economic development.
2. Coordinate the efforts of citizens, government and non-government organizations involved in local economic development initiatives through a local economic development strategy.

The *Integrated Community Development Strategy* (ICDS) which has three components:

1. Improving local governance by building and strengthening CSOs (including CBOs, CDCs, DACs, and PDCs) to engage in dialogue, decisions, and actions that promote development.
2. Establishing and maintaining a database of community maps and profiles comprising spatial, social, economic, governance and environmental information as a basis for planning.
3. Community planning actions for local and national development through priority projects and programmes.

2.1.1 Organization Background

The SDC has an office in all fourteen parishes that has responsibility for the seven hundred and eighty-four (784) communities in the country.

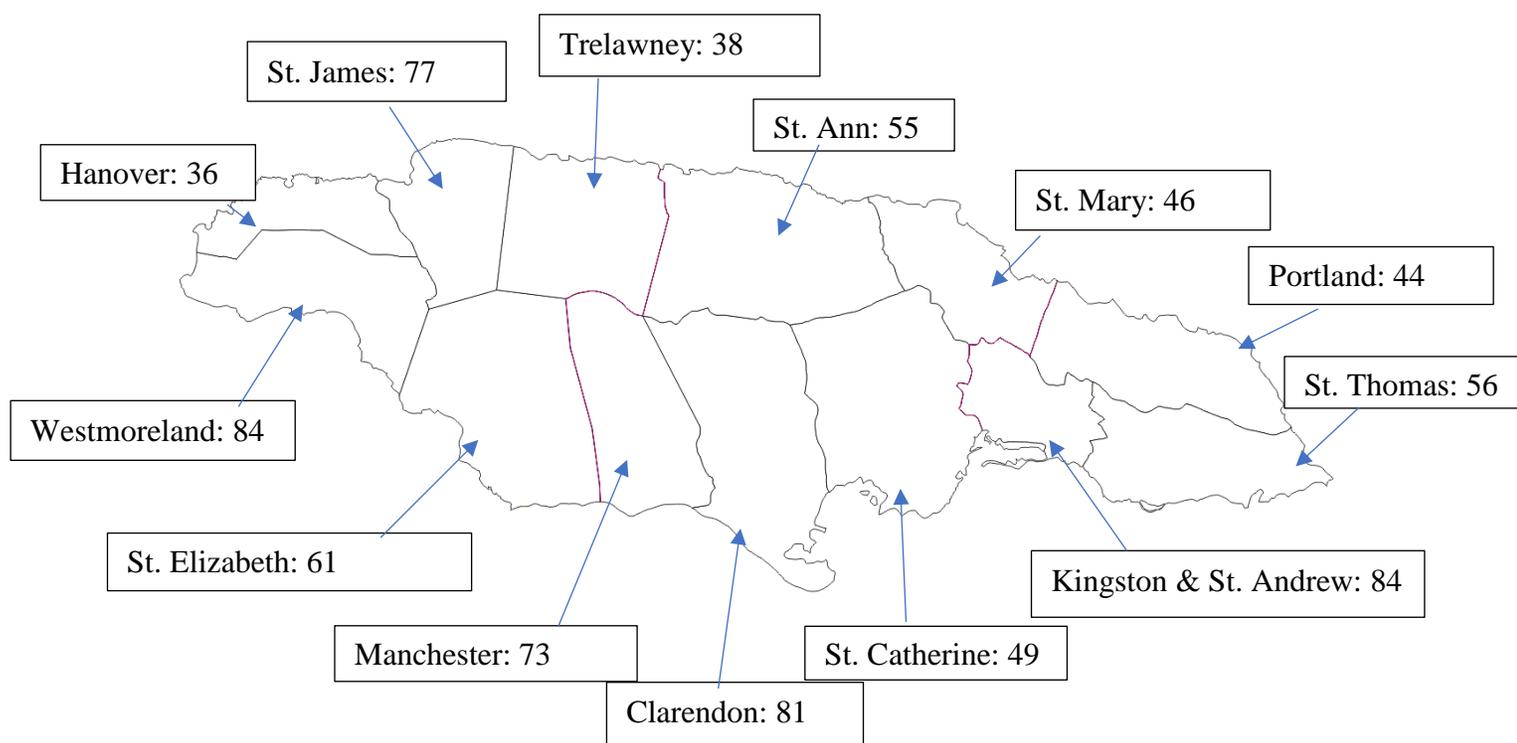


Figure 1: Image of Jamaica's Parishes with the number of communities located in each. (D-Maps, 2017)

The Social Development Commission (SDC) evolved from Jamaica Welfare Ltd [1937] – pioneers of rural community development – to be the Government of Jamaica's (GOJ) principal community mobilisation and organisation agency in urban and rural areas. The Jamaica Social Welfare Commission Act established the SDC in 1965. The legal mandate of the SDC is, inter alia, "to promote and control schemes for, and to do any act or thing which may directly or indirectly serve the advancement of – sport, social, cultural & economic development – for the people of Jamaica and workers in particular". (SDC, 2013).

2.1.2 Mission and Vision of SDC

Mission of SDC

The mission of the SDC is “to be the leading community development agency working within a Jamaican Society where all citizens actively participate in a process and benefits from the resulting good governance, economic prosperity, sustainable environment and social well-being.”

Vision of SDC

The vision of the SDC is “to facilitate the empowerment of citizens in communities, enabling their participation in an integrated, equitable, sustainable National Development Process.”

Adopting a project management methodology will assist the SDC in the furtherance of their goals of empowering citizens and communities.

2.1.3 Organizational Structure

The current organization structure of the SDC is depicted in Figure 2 below. It consists of the following positions:

Board of Directors: Comprised of a group of ten individuals that are elected to act as representatives of the Ministry to establish corporate management related policies and to provide guidance and assist in decision making for the SDC.

Executive Director: This role is filled by someone selected by the Board of SDC from suitably qualified applicants. S/He has the overarching responsibility of overseeing the administration, programs and strategic plan of the SDC. S/He reports directly to the Board of Directors.

Deputy Director: This person provides support to the executive **director** in the development and implementation of the SDC’s strategic plans and mandate as well as to assist in the provision of leadership.

Executive Assistant: Provides administrative assistance to the executive director.

Internal Audit: This department provides oversight to ensure that organisation complies with government standards.

Directors (Research, Governance, Human Resource, Finance, Communication, Development, Planning and Programs): These directors have overarching responsibility for each of the programme areas for the SDC. The following seven programme areas will be further described: sports for community development, community incentives and grants, local economic development support, parish inter-agency networking, community research and database, priority planning and project development, and strengthening the participatory governance.

Managers (Public Relations, MIS): The PR Manager ensures that the information about the SDC publicized is up to date and accurate. S/He also manages the publications used for community engagement and participation. The MIS Manager has responsibility of maintaining computers and providing training for staff regarding equipment management and security as well as maintaining safety and integrity of the data exchanged in the organisation.

Parish Manager (PM): This person has overall responsibility and oversight for all the activities and projects undertaken in the parish. This also includes administrative, leadership tasks and supervisory responsibilities:

- **Parish Administrator:** Reports to the PM and coordinate the activities between the parish and the head office. S/He may also carry our minor human resource (HR) duties.
- **Accountant:** This position is not filled in all parish agencies but provides guidance and maintains accountability for activities requiring financial support locally.
- **Field Supervisor:** This person supervises the CDOs and oversees their activities to ensure it aligns with the organisational principles and mandate.
- **Community Development Officers (CDOs):** CDOs fall under the management of Parish Managers and are responsible for providing direction, insight and management of the process for increasing community organization and participation in the integrated Community Development

Process, as the basis for achieving good governance, well-being economic prosperity and environmental quality. They are responsible for specific communities and enhancing communities through programmes and projects.

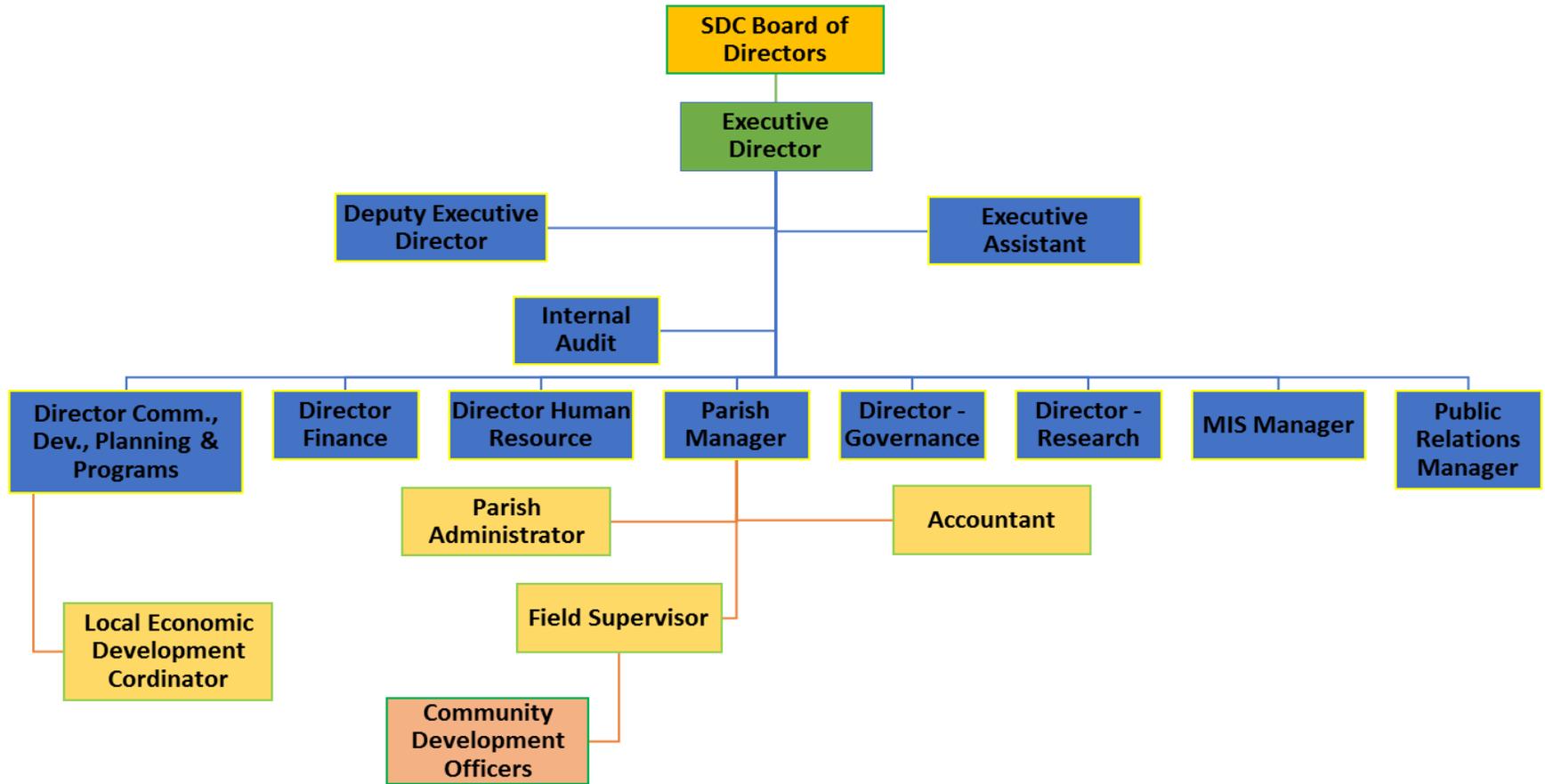


Figure 2: Organizational Structure of the SDC (SDC, 2015)

2.1.4 Products Offered

The SDC carries out its vision and mission through seven programmes as mentioned above. Programme in this context does not mean a group of related projects, subprograms, and program activities managed in a coordinated way to obtain benefits not available from managing them individually, as defined by the PMBOK, 2013. Programmes here refer to products or focus areas of the organisation. While there is only one programme devoted specifically to community projects, all the other six programme areas contribute to the successful execution of projects. These will have to be taken into consideration when developing a comprehensive PM methodology that will seamlessly integrate all the programme areas for easier management alignment to organisational goals and strategies. The following seven programmes denotes the services/products offered by the SDC:

1. Parish Inter – Agency Networking Programme which seeks to improve the quality of service delivery to residents through effective and efficient collaboration among service providers.
2. Local Economic Development Support Programme which focuses on the development of interventions aimed at bolstering viable economic enterprise and the shaping of a culture of productivity that will result in growth.
3. Community Incentives & Grants Programme which is a dedicated source of monies that seeks to improve the operations of structures through capacity building and the facilitation of partnerships.
4. Sports for Community Development Programme which considers sports as a unifying force and a catalyst for igniting the energies of individuals and groups within communities. Community sports is a mechanism that is used to capture the attention of various groups at the community level which result in bringing them together for collaborative community development efforts.

5. Community Research & Database Programme that produces and updates data and information that are needed for local and national planning. It aims to create and maintain the database of community maps.

6. Priority Planning and Project Development Programme which focuses on the systematic process used to engage communities in determining and defining immediate, short and long-term priority issues and remedial activities with the two key outputs being a priority plan document and project proposal(s).

7. Strengthening the Participatory Governance Framework Programme which highlights the relationship between the various levels of governance structures.

2.2 Project Management Concepts

This section covers the main project management concepts, such as project, project management, project life cycle, knowledge areas, project management processes, process groups, and any other applicable project management related concepts. It also covers the relationship of these concepts with the topic of this FGP.

2.2.1 Project

The British Standard for Project Management comprehensively defines a project as “a unique process, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including constraints of time, cost and resources. (BS 6079-2, 2000, p. 10). The distinctive qualities of a project as defined are that they are temporary, unique and specific. Projects are temporary which means they have a clear beginning and an end. Once a project has met its objectives, it ceases to exist or closes. (The Open University, 2016, p. 12). The second important characteristic of a project is that it is unique and specific. Projects are usually developed to meet a specific need or address a specific issue and therefore each will differ in some aspect

from another. Lastly, projects are progressively elaborated. This is the “iterative process of increasing the level of detail in a project management plan as greater amounts of information and more accurate estimates become available. (Project Management Institute, 2013, p. 552). This is key to projects as they are formulated with organisational goals and strategies in mind and so success is critical. In the context of this project, the development of a project management methodology will also be a unique, temporary and progressively elaborated process to ensure uniformity, ease of application and support of the organisational goals and mandate of the Social Development Commission.

Community projects are undertaken on a regular basis by the SDC. The SDC facilitates community projects with the aim of them becoming streamlined operations. As gleaned from the mission and vision of the organisation, projects are just a means to the end of people empowerment, community strengthening and development. According to The Open University (2016), to bring about a desired change, a project has the following characteristics:

- a project is a unique undertaking: each one will differ from every other in some respect
- projects have specific objectives (or goals) to achieve
- projects require resources
- projects have budgets
- projects have schedules
- projects require the effort of people
- measures of quality will apply.

This amply describes what the SDC facilitates in communities.

2.2.2 Project management and Project Management Processes

Kerzner & Saladis (2009) writes that “project management allows work to flow in a multidirectional manner and usually results in added efficiency, effectiveness, and stability of the organization.” Project management is defined as “the application of knowledge, skills, tools, and techniques to project activities to meet the project

requirements. (PMI, 2013). In the PMBOK (2013), the characteristics of project management are described as:

- Identifying requirements;
- Addressing the various needs, concerns, and expectations of the stakeholders in planning and executing the project;
- Setting up, maintaining, and carrying out communications among stakeholders that are active, effective, and collaborative in nature;
- Managing stakeholders towards meeting project requirements and creating project deliverables;
- Balancing the competing project constraints, which include, but are not limited to: Scope, Quality, Schedule, Budget, Resources, and Risks.

These are all necessary and carried out in the operations and engagement of communities by the SDC. The PMBOK (2013) further discusses project management in process groups. These are the processes that ensure the effective flow of the project throughout its life cycle and encompass the tools and techniques involved in applying the skills and capabilities described in the ten (10) knowledge areas of project management. Each of the five (5) processes are further explained in the table below:

Chart 1: Chart explaining the five project management process groups. (PMI, 2013)

Process Group	Activities
Initiating Process Group	Those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.
Planning Process Group	Those processes required to establish the scope of the project, refine the

	objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve.
Executing Process Group	Those processes performed to complete the work defined in the project management plan to satisfy the project specifications.
Monitoring and Controlling Process Group	Those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.
Closing Process Group	Those processes performed to finalize all activities across all Process Groups to formally close the project or phase.

Because of the nature of the operations of the SDC the five processes are engaged with new projects. However, after the project closes there are efforts to operationalize or replicate in another setting.

2.2.3 Project Life Cycle and Process Group Interactions

A project life cycle is the series of phases that a project passes through from its initiation to its closure (Project Management Institute, 2013). It is the framework for managing the project and is usually documented within a methodology. The life cycle has an interactive relationship with the process groups as their activities can be repeated several times within each phase of the project as depicted in Figure 3 below:

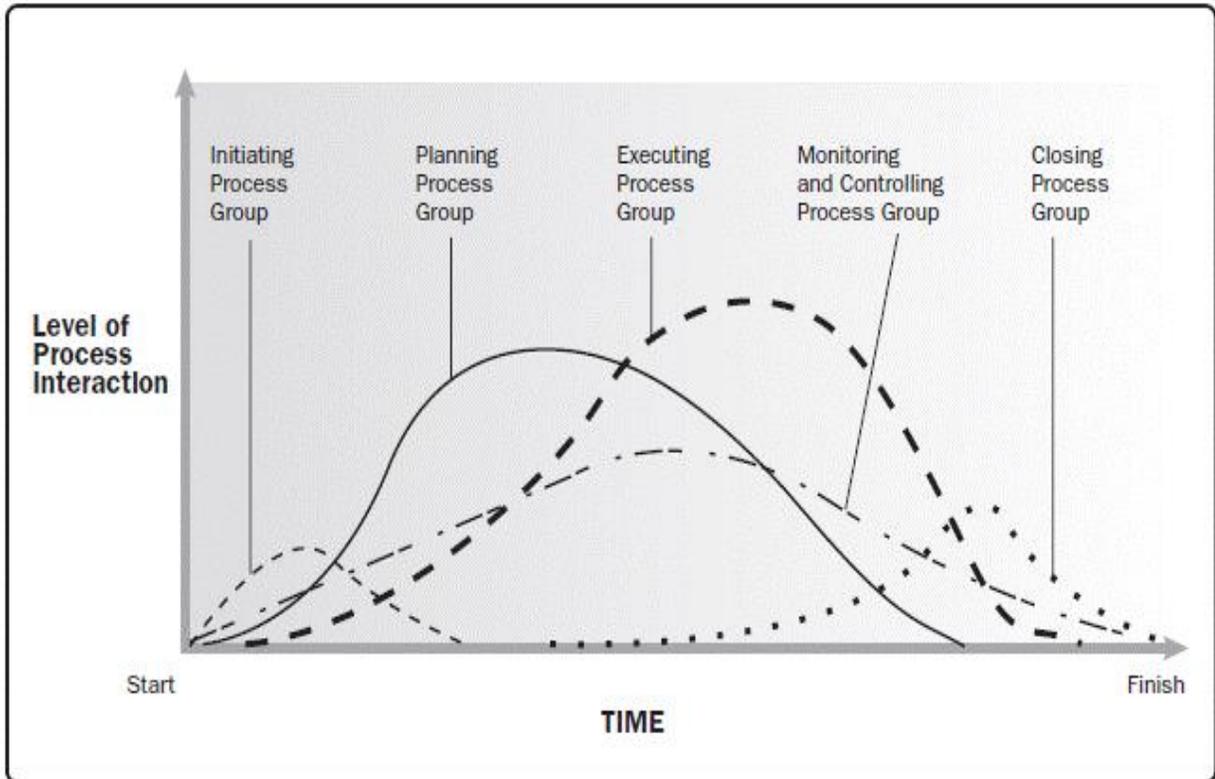


Figure 3: Interaction of process groups and project phases. (PMBOK, 2013)

2.2.4 Project Management Knowledge Areas

The forty-seven (47) project management processes, as defined by the Project Management Institute (2013) fall into ten (10) knowledge areas that further interacts with the process groups. Knowledge areas represent “a complete set of concepts, terms, and activities that make up professional field, project management field, or area of specialization” (PMI, 2013, p. 60). This is represented in Table 2 below. The SDC by function, engages these knowledge areas but do not call them by name. Knowledge areas such as project integration, stakeholder management and scope management are all routinely practised. All knowledge areas will be developed in the FGP except for project procurement and cost. This is since there are no associated costs for the deliverables of the project and no need for procurement of services or resources outside of the project team.

Chart 2: Chart showing the overlap of the knowledge areas and project management processes. (PMI, 2013)

Knowledge Areas	Project Management Process Groups				
	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Project Integration Management	<ul style="list-style-type: none"> Develop Project Charter 	<ul style="list-style-type: none"> Develop Project Management Plan 	<ul style="list-style-type: none"> Direct and Manage Project Execution 	<ul style="list-style-type: none"> Monitor and Control Project Work Perform Integrated Change Control 	<ul style="list-style-type: none"> Close Project or Phase
Project Scope Management		<ul style="list-style-type: none"> Collect Requirements Define Scope Create Work Breakdown Structure (WBS) 		<ul style="list-style-type: none"> Verify Scope Control Scope 	
Project Time Management		<ul style="list-style-type: none"> Define Activities Sequence Activities Estimate Activity Resources Estimate Activity Durations Develop Schedule 		<ul style="list-style-type: none"> Control Schedule 	
Project Cost Management		<ul style="list-style-type: none"> Estimate Costs Determine Budget 		<ul style="list-style-type: none"> Control Costs 	

Project Quality Management		<ul style="list-style-type: none"> Plan Quality 	<ul style="list-style-type: none"> Perform Quality Assurance 	<ul style="list-style-type: none"> Perform Quality Control 	
Project Human Resource Management		<ul style="list-style-type: none"> Develop Human Resource Plan 	<ul style="list-style-type: none"> Acquire Project Team Develop Project Team Manage Project Team 		
Project Communications Management	<ul style="list-style-type: none"> Identify Stakeholders 	<ul style="list-style-type: none"> Plan Communications 	<ul style="list-style-type: none"> Distribute Information Manage Stakeholder Expectations 	<ul style="list-style-type: none"> Report Performance 	
Project Risk Management		<ul style="list-style-type: none"> Plan Risk Management Identify Risk Perform Qualitative Risk Analysis Perform Quantitative Risk Analysis Plan Risk Response 		<ul style="list-style-type: none"> Monitor & Control Risk 	
Project Procurement Management		<ul style="list-style-type: none"> Plan Procurements 	<ul style="list-style-type: none"> Conduct Procurements 	<ul style="list-style-type: none"> Administer Procurements 	<ul style="list-style-type: none"> Close Procurements
Project Stakeholder Management	<ul style="list-style-type: none"> Identify Stakeholders 	<ul style="list-style-type: none"> Plan Stakeholder Management 	<ul style="list-style-type: none"> Manage Stakeholder Engagement 	<ul style="list-style-type: none"> Control Stakeholder Engagement 	

2.3 Project Management Methodology

Whitaker (2014) defines a project management methodology as a collection of repeatable and standardized processes, tools, techniques and templates that are used to manage projects. He went further to discuss the characteristics of an appropriate methodology which includes: appropriateness for the size, complexity and industry into which the project falls, based on the best practices of the PMI, easily understood and subjected to continuous improvements. Supporting this are Kerzner & Saladis (2009), who posits that “methodologies are developed or improved based on lessons learned and best practices that are captured at the end of each project”, (pg. 37).

Project management methodologies exist because there is no one-size-fits-all approach to projects. Methodologies are as varying as project themselves. Each project is unique and requires a certain set of tools to manage them. They can vary according to industry, project size, complexity and needs of the stakeholders. Three of the more common methodologies are agile, waterfall and critical path.

The agile methodology is an iterative “design and build approach” (Cohen, 2017) that supports small incremental changes. It is very flexible to changing requirements. It was developed specifically for the software industry with a set of principles and values emphasizing: individuals and interactions over process and tools; functional software over comprehensive documentation; customer collaboration over contract negotiation and responding to change over following a plan. Due to its flexibility, there is reduced risk for project failure as stakeholders can provide feedback along the way. This can also make planning difficult as there is little control over the feedback stakeholders are available to provide. This, in turn, may contribute to significant delays in the project. It is mostly used in the software and IT industries.

The waterfall methodology is used mainly for manufacturing, construction, and software development projects. It is a sequential methodology where one step must

be completed before starting the next. Because it is requirements-focused, there is very little scope for corrections once the project is underway. This increases the risk of project failure. On the other hand, it is easy to use as there is clear identification between stages that help to organize work. Thirdly, in the critical path method, all activities needed to complete the project within a work breakdown structure are categorized. The projected duration of each activity and the dependencies between them are then mapped out. Because it helps to schedule tasks better and resources can be prioritized depending on critical and non-critical activities, it is best suited for industrial type projects or those with repetitive parts. The methodology is inflexible to changing requirements which can potentially cause delays, especially if time is miscalculated.

A fourth methodology, PRiSM, has been developed in recent years which is more suitable for social development projects. PRiSM stands for Projects integrating Sustainable Methods. Developed by Green Project Management (GPM) Global, it is a sustainability-focused project delivery method that incorporates tangible tools and methods to manage the balance between finite resources, social responsibility, and delivering “green” project outcomes (GPM, 2013). It merges five measurable elements to sustainability: people, profit, planet, product, and process; known together as P5, to improve business objectives while decreasing negative environmental impact. Sustainability is an important factor for SDC, as evidenced in their vision and mission statements.

Chart 3: Chart showing the P5 elements and their descriptions (compiled by author)

Element	Description
People	Looks at the impacts on people, society and communities. It guides ethical operations and maintaining mutually beneficial relationships between people, organisation and project.

Profit	Looks at the economic costs, benefits and risks of the project.
Planet	How a project impacts the living and non-living natural systems, including land, air, water and ecosystems as well as the conservation of the diverse range of flora and fauna that live in these ecosystems.
Product	Tangible or intangible goods and services, their lifespan and how they can provide future benefit to stakeholders.
Process	Involves determining how the activities selected for the project are managed.

A P5 Matrix is a derivative tool used to support the alignment of Portfolios, Programs, and Projects with an organizational strategy for Sustainability and focuses on the Impacts of Project Processes and Deliverables on the Environment, Society, and the local economy. This will be adopted as a part of the tools and templates for the SDC. This is important for the SDC as it links into the other development efforts, in the context of international standards. There are three sustainability categories: economic, environmental, social (known as the triple baseline) which further breaks down into sub-categories and elements.

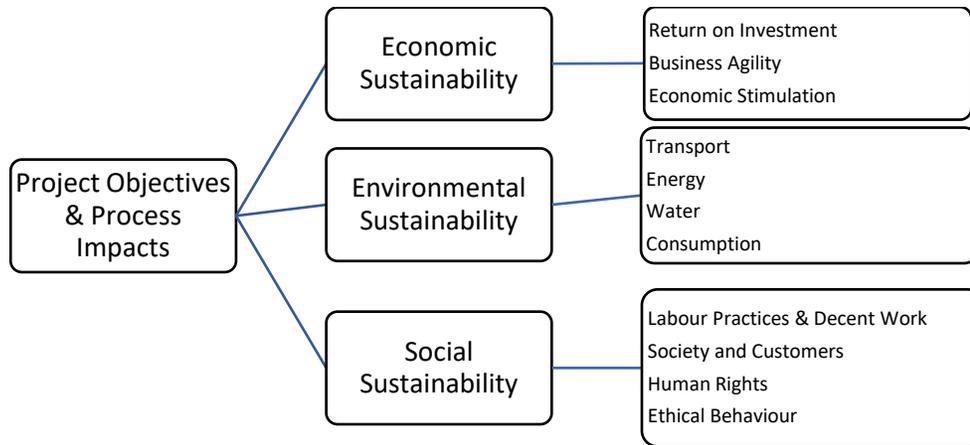


Figure 4 Figure showing the breakdown of triple baseline

2.3.1 Project Management Methodology Development

Kerzner (2013) further suggests that “the foundation for achieving excellence in project management can best be described as the project management maturity model.” More popularly known as the Organizational Project Management Maturity Model (*OPM3*), it is defined as “a framework that defines knowledge, assessment, and improvement processes, based on Best Practices and Capabilities, to help organizations measure and mature their portfolio, program, and project management practices.” (PMI, 2013. p. 240).

It is an iterative improvement process designed to guide organizations through:

1. Acquiring knowledge about organizational project management,
2. Performing an assessment to evaluate the current state,
3. Managing Improvement to gain capabilities identified as needed by the organization, and
4. Measuring the impacts of these changes in the short and long-term to optimize business performance. (PMI, 2013. p. 240).

This model will serve as the framework for achieving the objectives of this project to develop a project management methodology for the SDC. Developing a project management methodology is “an important step in organizational project management maturity, and also in getting people to use and improve that particular

methodology.” (Whitaker, 2014.p. 271). Developing a methodology using the OPM3 framework will comprise the following stages depicted in Figure 5.

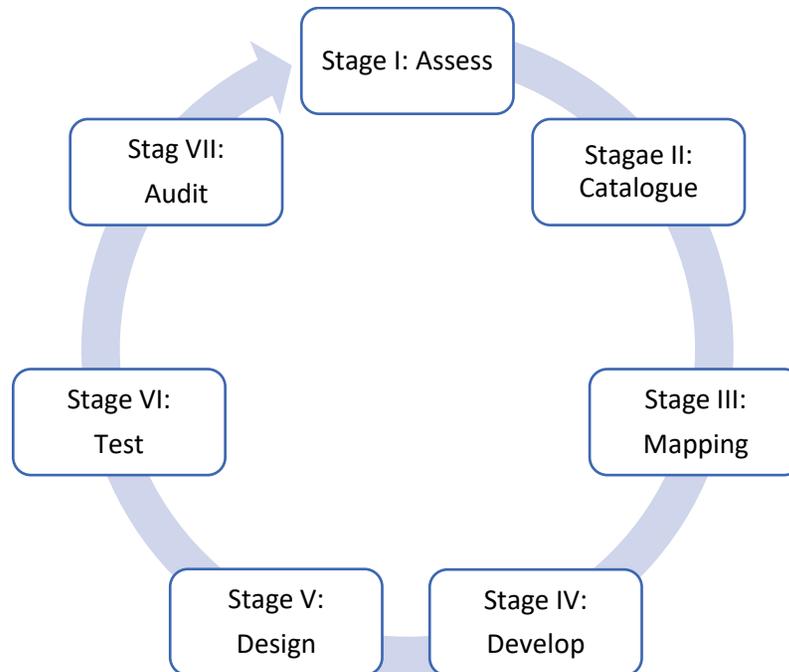


Figure 5: Figure showing the stages involved in developing a project management methodology. (Compiled by Author)

Stage I: This involves assessing the current project management maturity and capability of the organization. This will serve as a baseline for the changes that will take place with the newly developed project management methodology.

Stage II: All existing templates, documents, processes, user manuals and other supporting material of the SDC will be catalogued based on usefulness and alignment to the project management body of knowledge.

Stage III: The current project execution process will be examined at this stage.

Stage IV: The missing processes, documents, and templates will be developed and documented at this stage based on project management standards.

Stage V: The methodology will be designed at this point with the output being standardized templates and user guides.

Stage VI: The methodology will be tested by the application to a real project in the organization.

Stage VII: To refine and improve the methodology, it is important that the SDC conducts audits periodically with different types of projects to ensure continuous improvements and the Methodology can then be updated accordingly.

These seven stages make application of the framework more systematic in the development of a suitable project management methodology for the SDC.

3. METHODOLOGICAL FRAMEWORK

3.1 Information sources

An information source is where one gets information to learn more, analyze, compare or confirm data on a given topic. Information sources can be observations, people, speeches, documents, pictures, organizations. Information sources can be in print, non-print and electronic media or format. (National Library of Medicine, 2011). There are three main types of sources: primary, secondary and tertiary. For the purposes of this project the main types that will be used are primary and secondary.

3.1.1 Primary sources

Yale University Library (2017) defines primary sources as “original materials on which other research is based.” It is usually in the context of the time of research and have not been through any analysis or presentations. They usually include original written works such as poems, diaries, court records, interviews, surveys, and original research/fieldwork, and research published in scholarly/academic journals. (McQuade Library, 2017).

The primary sources used for this final graduation project are:

- Community Development Officers, SDC
- Project development guidelines document
- Reports on monitoring and controlling, during and after project implementation
- Reports on actual completed community projects

An overview of the objectives and its primary sources are presented in Chart 3 below.

3.1.2 Secondary sources

A secondary source of information is one that was created by someone who did not have first-hand experience or did not participate in the events or conditions being

researched. (National Library of Medicine, 2011). It includes reference materials and articles.

The secondary sources used for this final graduation project are:

- A Guide to Project Management Body of Knowledge
- Related literature studies on project management methodology in community development projects
- Documentation obtained via SDC website (Strategic Business Plan, Annual Reports)

An overview of the objectives and its secondary sources are presented in Chart 3 below.

Chart 3 Information Sources (Source: Compiled by Author)

Objectives	Information sources	
	Primary	Secondary
To evaluate the current PM practices to establish the project management needs in order to design the main components of the project management methodology.	Community Development Officers of SDC, Project development guidelines document, Reports on actual completed community projects	A Guide to Project Management Body of Knowledge, Related literature studies on project management methodology in community development projects
To propose a project management methodology to fit the current project management needs of SDC.	Community Development Officers of SDC, Project development guidelines document, Reports on actual completed community projects	A Guide to Project Management Body of Knowledge, Related literature studies on project management methodology in community development projects, Documentation obtained via SDC website
To develop project templates and techniques to be utilized for future projects related to SDC.	Community Development Officers of SDC, Project development guidelines document, Reports on actual completed community projects	A Guide to Project Management Body of Knowledge, Related literature studies on project management methodology in community development projects
To create an implementation plan	Community Development Officers of SDC,	A Guide to Project Management Body of

guide for using the proposed methodology.	Project development guidelines document, Reports on actual completed community projects	Knowledge, Related literature studies on project management methodology in community development projects, Documentation obtained via SDC website
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3.2 Research Methods

Walliman (2011) defines research methods as “the techniques you use to do research.” Research methods are usually categorized into two categories based on the execution and outcomes. First are qualitative methods that seeks to quantify data and generalize results from a sample of the population of interest. Data collection is structured, and results are usually presented in numbers and statistics. The second method is qualitative that seeks to gain understanding of the underlying reasons and motivations for actions and establish how people interpret their experiences and the world around them. Qualitative methods provide insights into the setting of a problem, generating ideas and/or hypotheses. Data collection is usually unstructured with results in the form of words, pictures or objects. (MacDonald & Headlam, 2017.p.9)

To develop a project management methodology for SDC, the approach to project management is analyzed. Subsequently, a project management methodology and an implementation plan are developed.

This FGP is of an exploratory nature, trying to ascertain the extent to which the standards of the Project Management Body of Knowledge are being practiced and how to improve this by using a project management methodology. To achieve this objective, a research design is created based on qualitative research methods with the aim to facilitate project management maturity by developing a project management methodology.

The research methods used are in this graduation are:

- Semi-structured Interviews
- Document Analysis

3.2.1 Semi-structured Interviews

An interview is defined by (O'Leary, 2014, p. 162) as "a method of data collection that involves researchers asking respondents basically open-ended questions." The semi-structured interview method is a flexible approach where the interviewer generally starts with some structured questions administered in a conversational style but pursue related topics and issues as they arise. (O'Leary, 2014). This method was used with personnel in the SDC.

3.2.2 Document Analysis

A document analysis is a "collection, review, interrogation, and analysis of various forms of text as a primary source of research data." (O'Leary, 2014, p. 177). According to O'Leary (2014), there are three primary types of documents:

Public Records: The official, ongoing records of an organization's activities. Examples include mission statements, annual reports, policy manuals, student handbooks, strategic plans, and syllabi.

Personal Documents: First-person accounts of an individual's actions, experiences, and beliefs. Examples include calendars, e-mails, scrapbooks, blogs, Facebook posts, duty logs, incident reports, reflections/journals, and newspapers.

Physical Evidence: Physical objects found within the study setting (often called artefacts). Examples include flyers, posters, agendas, handbooks, and training materials.

Documents used in reviews may be hard copy or electronic (CDC, 2009) and are presented in Chart 2 below.

Chart 5 Research Methods (Source: Compiled by Author)

Objectives	Research Methods	
	Semi-structured Interviews	Document Analysis
To evaluate the current PM practices to establish the project management needs in order to design the main components of the project management methodology.	This method was used to gather supporting evidence in determining the alignment to PM standards.	This method was used to assess the current PM practices and identify gaps.
To develop a project management methodology to be utilized in social development projects of the SDC.	This method was used to communicate and obtain feedback.	This method was used to conduct research and identify appropriate frameworks to develop the PM methodology.
To develop project templates and techniques to be utilized for future projects related to SDC.	This method was used to communicate and obtain feedback.	This method was used to develop concepts.
To create an implementation plan guide for using the proposed methodology.	This method was used to communicate, obtain feedback and approval.	This method was used to develop framework.

3.3 Tools

The PMI (2013) defines a tool as “something tangible, such as a template or software program, used in performing an activity to produce a product or result.” There are

several tools necessary in completing projects successfully. For this FGP, the following tools will be used in its execution:

- Expert judgement
- Document analysis and review
- Interactive communication

3.3.1 Expert Judgment

This is judgment provided based upon expertise in an application area, knowledge area, discipline, industry, etc., as appropriate for the activity being performed. (PMI, 2013). This judgement will be provided by various resource persons in the SDC with skills, experience and training in community projects as well as the knowledge of the PM student.

3.3.2. Document Analysis and Reviews

According to PMI (2013), a document analysis is a requirement gathering technique used to analyse existing documentation and identifying information relevant to specific requirements. A Documentation review on the other hand is a process of gathering a body of information and reviewing it to determine accuracy and completeness.

3.3.3 Interactive Communication

Interactive communication occurs between two or more parties performing a multidirectional exchange of information. (PMI, 2013, p. 294). It is believed to be the most efficient way to ensure mutual understanding and clarity on specified topics. It can include includes meetings, phone calls, instant messaging and video conferencing. (PMI, 2013).

The summary of tools to be used in this FGP are shown in Chart 3 below.

Chart 6 Tools (Source: Compiled by Author)

No.	Objectives	Tools
1	To evaluate the current practices and project management methodologies in use at the SDC.	<ul style="list-style-type: none"> • Expert judgment • Meetings • Interviews • Observations • Document analysis • Benchmarking
2	To develop a project management methodology to be utilized in social development projects of the SDC.	<ul style="list-style-type: none"> • Expert judgement • Document analysis • Document review • Interactive communication
3	To create adaptive tools and templates to support the implementation of project management in communities by the SDC.	<ul style="list-style-type: none"> • Expert judgement • Document analysis • Document review
4	To create a one-day training guide to utilizing the proposed methodology.	<ul style="list-style-type: none"> • Expert judgement • Document analysis • Document review • Interactive communication

3.4 Assumptions and constraints

The Project Management Institute (2013) defines assumptions as “a factor in the planning process that is considered to be true, real, or certain, without proof or

demonstration.” Assumptions are made based on the knowledge, experience or the information available prior to the start of the project.

Constraints are limitations imposed on the project that helps to define its boundaries. These limiting factors are usually associated with cost, scope and time, known collectively as the triple constraints as a change in one always result in a change in the others. (PMI, 2013).

The assumptions and constraints of this project are in Chart 6 below.

Chart 7 Assumptions and constraints (Source: Compiled by Author)

Objectives	Assumptions	Constraints
To evaluate the current practices and project management methodologies in use at the SDC.	<p>Resource persons in the SDC will be willing to share information about current project management practices in a timely manner.</p> <p>There is flexibility of the institutional capacity within the SDC to accommodate the changes necessary for adopting the the standards of the Project Management Body of Knowledge.</p>	<p>Project will be executed by only one person and so all follwing up and communication may be time consuming.</p> <p>Bureacratic structure of the organization may make changes difficult to adopt.</p>
To develop a project management methodology to be utilized in social development projects of the SDC.	There is flexibility of the institutional capacity within the SDC to accommodate the changes necessary for adopting the the standards of the Project	<p>Project will be executed by only one person.</p> <p>Limited number of persons with training in</p>

Objectives	Assumptions	Constraints
	<p>Management Body of Knowledge</p>	<p>project management up to the PMI standard.</p>
<p>To create adaptive tools and templates to support the implementation of project management in communities by the SDC.</p>	<p>Resource persons in the SDC will be willing to share information about current project management practices in a timely manner.</p> <p>There is flexibility of the institutional capacity within the SDC to accommodate the changes necessary for adopting the the standards of the Project Management Body of Knowledge</p> <p>Clear instructions and guidance will be provided by the University of International Corporation.</p>	<p>Project will be executed by only one person.</p>
<p>To create a one-day training guide to utilizing the proposed methodology.</p>	<p>There is flexibility of the institutional capacity within the SDC to accommodate the changes necessary for adopting the the standards of the Project Management Body of Knowledge</p>	<p>Project will be executed by only one person.</p>

Objectives	Assumptions	Constraints
	All project deliverables will be completed and submitted in the allotted time.	

3.5 Deliverables

Deliverables are unique and verifiable result required to be produced to complete a process, phase, or project. (PMI, 2013). They can be tangible or intangible.

The summary of deliverables for this FGP is shown in a Chart 5 below.

Chart 8 Deliverables (Source: Compiled by Author)

Objectives	Deliverables
To evaluate the current practices and project management methodologies in use at the SDC.	A comprehensive analysis of the current PM practices of the SDC in relation to the standards of the Project Management Body of Knowledge
To develop a project management methodology to be utilized in social development projects of the SDC.	A Project Management Methodology that will serve as a guide for initiating, planning, executing, monitoring and controlling and closing of projects for SDC.

To create adaptive tools and templates to support the implementation of project management in communities by the SDC.	Generic project templates and techniques to utilize for future projects related to SDC.
To create a one-day training guide to utilizing the proposed methodology.	An implementation plan guide and training for using the proposed PM methodology.

4. RESULTS

As stated in Chapter 2, a project management methodology is a collection of repeatable and standardized processes, tools, techniques and templates that are used to manage projects. The following seven phases, previously explained, forms the framework for developing this methodology:

1. Assess
2. Catalog
3. Mapping
4. Develop
5. Design
6. Test
7. Audit

The first three in the sequence identifies key inputs for the methodology and will be addressed in Objective 1. Phase 4 will be expounded in Objective 3; Phase 5 in Objective 2 and Phases 6-7 in Objective 4. Information about project management was gathered through document reviews and semi-structured interviews of a parish manager, a field officer, two community development officers (CDO) and one training officer.

4.1. Evaluation of the Current Practices and Project Management Methodologies in use at the SDC

4.1.1 Project Development

The SDC has a Community Priority Planning Process Cycle with five (5) phases from which projects emerge.

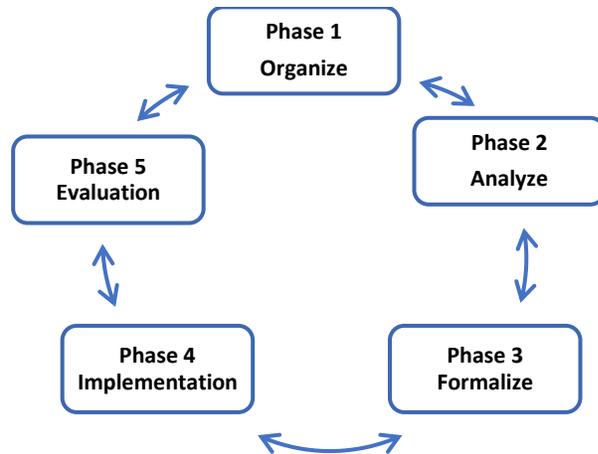


Figure 6 Figure showing the SDC community priority planning process

Phase 1 involves the building of partnerships (involving community stakeholders), which will be an important support in implementing projects. Phase 2 involves the use of information about the locale. A community profile is conducted where details about demographics, geography, community goals, etc. are outlined. Phase 3 is where information garnered is compiled into a community priority plan comprising community assets, SWOT analysis, identification and prioritization of problems, and analysis of the top issues/problems affecting the community that culminates into a final Community Action Plan (CAP). From this plan, projects are identified. Funding for projects comes from the SDC, the community or external funders. Phase 4 focusses on moving the identified projects to implementation and Phase 5 focuses on evaluation and monitoring.

All phases interact throughout the entire process. Phases 1 to 3 are equivalent to the PMI project cycle where stakeholders are identified and a project charter developed. Features in the CAP such as problem description, beneficiaries, estimated costs, project start, and end date and indicators of success, mirror headings found in a project charter as displayed in Table X. The CAP will be kept but adapted as one of the adaptive tools and templates to be expounded in 4.3. It does not clearly define project objectives and constraints and risk identification.

Chart 9 Chart showing comparison of the CAP elements and those in a project charter

Project Charter	SDC community action plan
Project purpose or justification	Problem statement
Project purpose or justification	Problem description
Project Name	Project identification / name of project
Stakeholders	Beneficiaries
Budget	Estimated cost and funder
Project start and completion date	Project start and completion date
Deliverables	Indicators of success

4.1.2 Project Implementation

After a project is identified, project implementation is managed by a CDO and project teams are comprised of:

- community members: community leaders and CDC leaders
- funders: usually offering technical support, expertise and oversight
- skilled personnel
- other local government regulatory bodies and organizations.

Training for project management is provided to community members by the CDO. Where necessary, the CDO is assisted or supported by a training officer of the SDC. External funders may also provide training depending on their project management methodology, tools and templates. The goal of providing training to the community members is to build their capacity to manage future projects and facilitate sustainability of the project outcomes.

4.1.3 Monitoring and Evaluation

Monitoring and evaluation for projects are conducted at on-going intervals, mid-term and at the end of the project. The monitoring of projects by the SDC is usually done using the matrix in Chart 10. This is also variant depending on funders and the availability of tools and guidelines. This monitoring form will be adopted and adjusted

to include project sustainability and impact elements. Evaluations are usually conducted to monitor efficient use of resources, assess the status of project funding to update the funder(s) as well as for organizational requirements. There are presentations at major intervals of the findings to the management team, funders, as well as stakeholders in the format that is most suitable to their needs.

Chart 10: Chart showing elements in SDC monitoring form:

Item(s) of Interest	Indicators	Means of Observing	Frequency	Monitoring Procedure
Looks at areas in the project such as time management, use of resources, information collection, community participation.	Based on the item(s) of interest.	Checklists, site visits, reviewing files, ect.	Weekly, bi-monthly, etc.	Monitoring form, funder's guidelines, indicators, discussions with stakeholders, etc.

4.1.4 Project Failure

Feedback from semi-structured interviews conducted several reasons for project failure in the SDC were identified:

Difficulties meeting standards: these standards include those of funders and international standards. This is due mainly to lack of resources and expertise on part of community members.

Getting necessary approvals from authorities on time: this is oftentimes caused by the bureaucratic nature of government authorities.

Inflexibility of project structure: this makes it challenging to accommodate changes in variables, resources and deliverables.

Innovation not encouraged: this is due to the standardized products offered by the SDC. For projects that fall outside of these, it may be difficult to get support and funding. This can be minimized by establishing historical documentation of projects completed.

4.1.5 Project Methodology

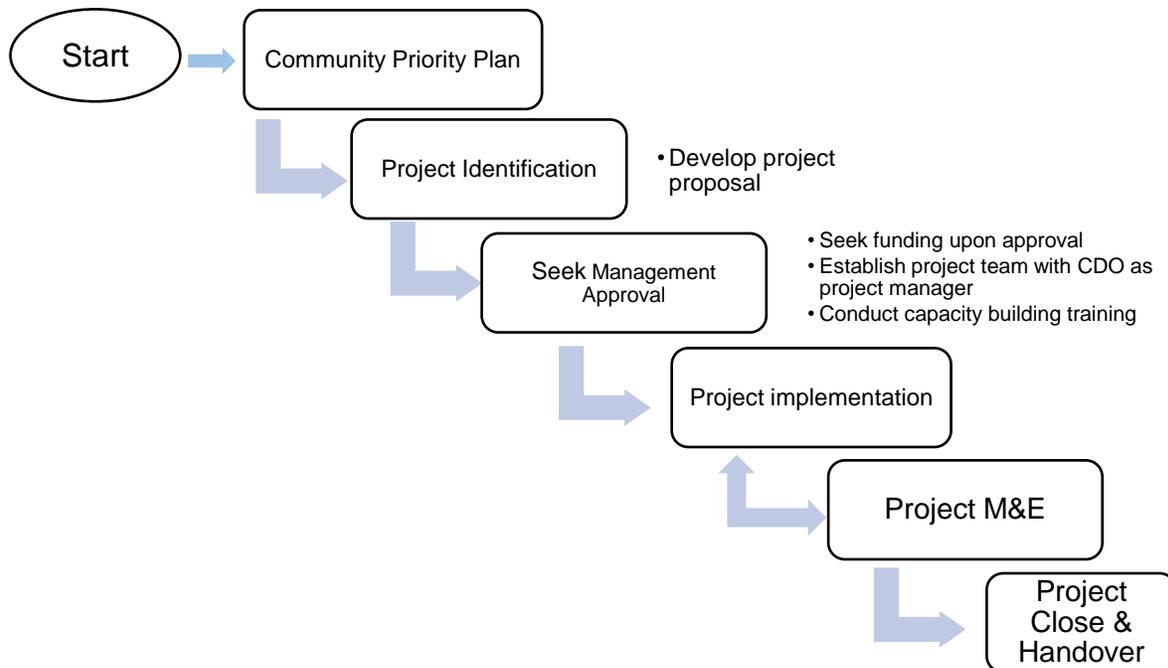


Figure 7: Figure showing current SDC PM Methodology

Based on the methodology outlined above, it is evident that the SDC currently uses a Waterfall approach to project management. This approach, while have been beneficial, is not the best to:

- maximize on resources
- increase project success
- ensure the sustainability of project deliverables
- account for project changes due to changes in the environment, stakeholders' needs and funding available.

As such, a more efficient methodology is needed.

4.2. The development of a project management methodology for the SDC

The data gathered from interviews, document reviews and other sources of information shows the need for a project management methodology that is adaptive for all the social development projects undertaken by the SDC. It was found that there is a strong emphasis on project design, monitoring and evaluation but not much attention to the importance and intricacies of the other phases in the life cycle of a project. This methodology, displayed in Figure 7 incorporates the participatory approach to identifying projects and then adds structure to the project implementation, monitoring, evaluating and establishing a historical database or project archive. The methodology is based on the PRiSM guide and considers the organizational structure of the SDC. It focuses on:

- Systemic documentation of all project progress
- Constant feedback among key stakeholders, including management
- Integrating sustainability in all aspects of the project

The methodology incorporates the existing bureaucratic procedures in accordance with the organizational structure of the organization. This serves the purpose of continuous alignment with the organizational goals, expert guidance and minimizing the pitfalls to project failure. Extracting the project charter from the CPP will fast-track the project proposal and paired with the lessons from previous projects will fast-track approval. One new addition to what currently exists is the addition of a P5 Impact Analysis. This will be conducted by the project manager (CDO), along with guidance from the parish manager who occupies the position synonymous to that of a programme manager.

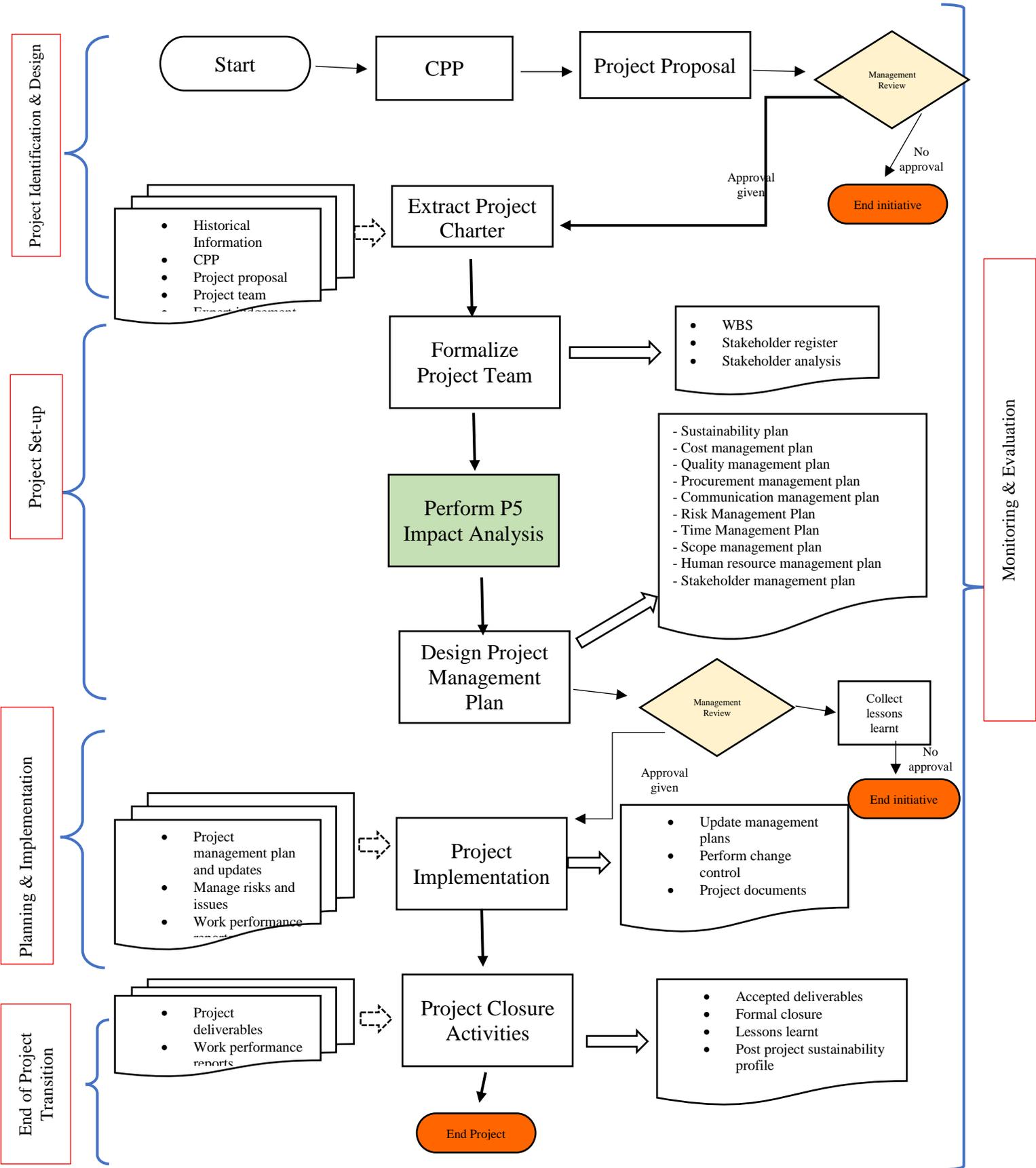


Figure 8 Figure showing PM methodology for the SDC

4.2.1 Project Life Cycle

Based on this methodology, a project life cycle has been adopted and presented in Figure 9. The project life cycle is from that proposed for the complexities associated with the operating environments of social development projects by the Project Management for Development Professionals Guide (PM4NGOs, 2017). The SDC projects take a bottom-up approach. This means that stakeholders lead the approach. This is key to sustainability planning and key to project success. Any variations in needs, desires, public opinions can impact the project in a negative way. This life cycle minimizes these risks through an integrative approach and was chosen as it is easy to follow and involves some of the processes already in place at the SDC. It has the following six elements:

1. Project identification and design
2. Project set-up
3. Planning
4. Implementation
5. End project transition
6. Monitoring and evaluation

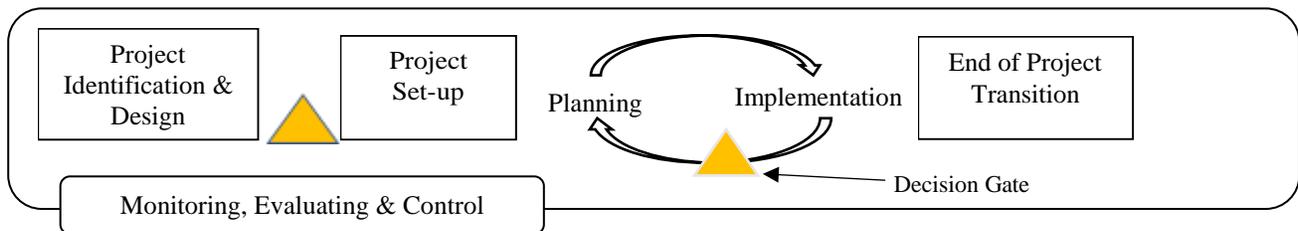


Figure 9: Figure showing SDC Project Cycle

4.2.2 Project Identification and Design

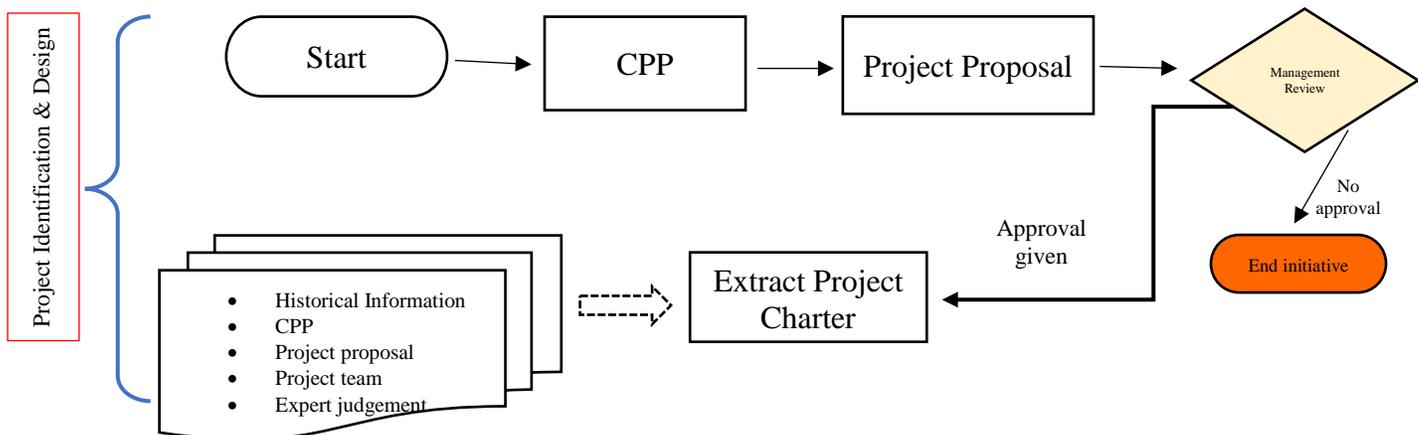


Figure 10: Figure depicting SDC project cycle Phase 1 and its overlap with the SDC PM methodology

The project team should define needs, explore opportunities, analyse the project environment, and design alternatives for project design. The CPP will give a complete profile of the community, including:

- Project stakeholders
- Community strengths, opportunities and vision
- Successes and capacity
- Biological/physical environment
- Organizational networks
- Infrastructure
- Legal, policy and political institutions
- Social and cultural conditions
- SWOT analysis

These will be inputs into the P5 analysis Decisions made here and set the strategic and operational framework within which the project will subsequently operate. Setting these parameters helps to embed sustainability into the project and community buy-in. Involving the community in project identification initiates the monitoring and evaluation process. After the project proposal is extracted from the

CPP, it will pass through management to verify it aligns with organisational goals. An official project charter should then be developed that will have inputs such as:

- Past projects data
- Funders requirements
- Community profile/action plan
- Project proposal

The project charter will give official authorization to the project and its implementation. It ensures that there is a shared understanding of the project parameters among key project stakeholders and sponsors and documents a shared commitment to the objectives of the project and the resources/activities required for project success. This key decision gate in this phase. A decision gate is an authorization point at various stages of the project. They will provide an opportunity for management to give the go-ahead for the project, modify the project or end the entire process. This is also a part of monitoring and evaluation by management and will maintain the existing bureaucratic structure and eliminates possible delays by as the project progresses.

4.2.3 Project Set Up

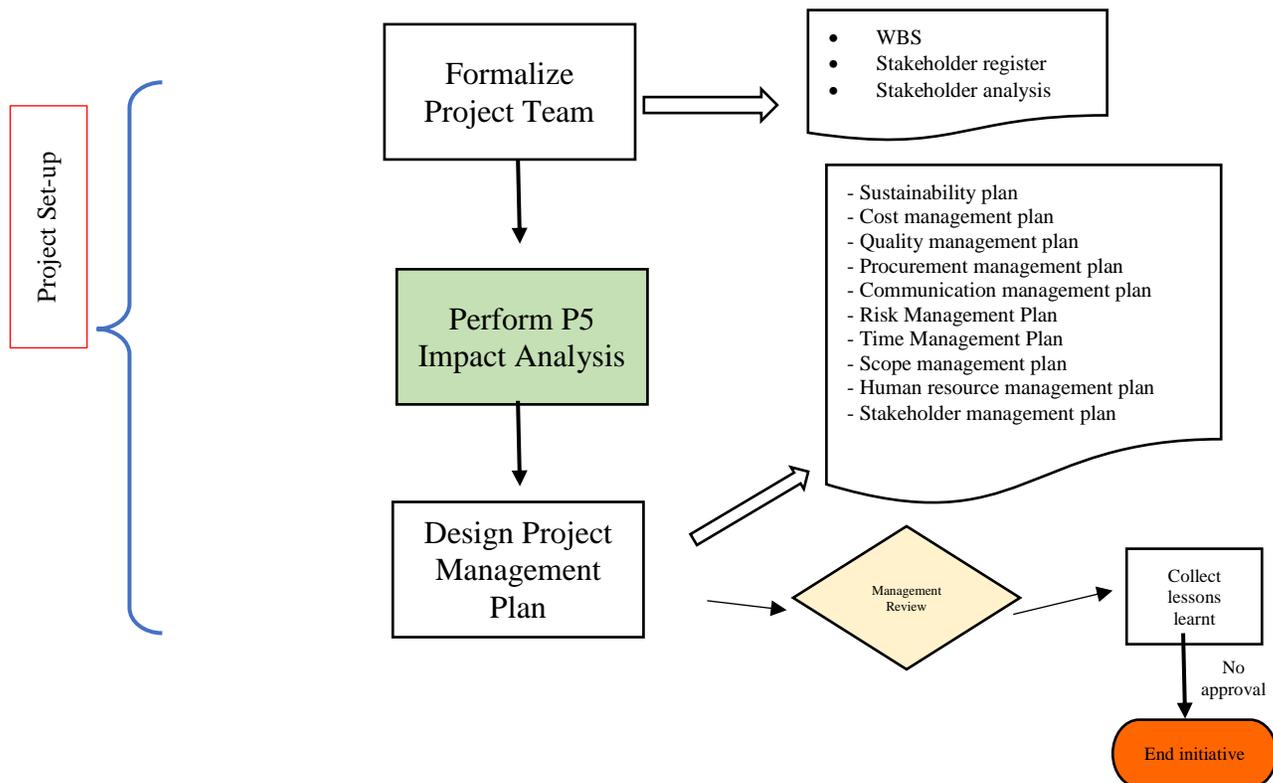


Figure 11: Figure depicting SDC project cycle Phase 2 and its overlap with the SDC PM methodology

In this phase, after the authorization of the project by management, the project governance structure is established and the project will be officially launched. The project team will establish who has the power to make decisions and also the persons accountable for specific actions. The project team will consist of community stakeholders, funders and all other relevant entities/partners. The CDOs will act as project managers, leading the project teams on the ground. They will perform all project management functions to ensure project success. Project managers will also have the support of committees inclusive of community members and management. A P5 impact analysis will then be performed. This document will map the project deliverables and their impact and risk to the social, environmental and economic status of the community. The P5 matrix will be used to conduct this activity and will score each deliverable as neutral (0) high (+ or -3), medium (+ or -2), and low (+ or -3).

During the project set-up, the project management plan will describe how the project will be executed monitored, and controlled. All applicable project management plans are developed under the guidance of the project charter where the:

- *Sustainability management plan* aligns the organizational goals and objectives of the SDC and the community to the project plan and identifies project impacts from an Environmental, Social, and Economic standpoint. It will be informed by the P5 impact analysis.
- *Cost management plan* will describe how costs will be planned, structured, and controlled to keep the project within budget.
- *Quality management plan* describes how the organization's quality policies will be implemented. Quality standards can come from the SDC, funders, community members and international requirements, and informs the monitoring and evaluation techniques needed for the project.
- *Procurement management plan* includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. The project team will develop the vendor selection criteria based on project resources and deliverables.
- *Communication management plan* describes how, when, and by whom information about the project will be administered and disseminated. Key to this is the stakeholder register and analysis.
- *Risk management plan* describes how risk management activities will be structured and performed. The project team will conduct a SWOT analysis, develop a risk register as well as risk and impact assessment.
- *Time management plan* outlines the processes required to manage the timely completion of the project.
- *Scope management plan* describes how the scope will be defined, developed, monitored, controlled, and verified. The project team can use the project proposal and CPP as key elements to this document.
- *Human resource management plan* addresses how the roles and responsibilities, reporting relationships, and staff management will be addressed and structured.

- *Stakeholder management plan* details the processes, procedures, tools, and techniques to effectively engage stakeholders in project decisions and execution based on the analysis of their needs, interests, and potential impact. It will include the stakeholder register and analysis.

At the completion of the project management plan (PMI, 2013), management will again review before proceeding to project implementation. If no approval is given, the project manager will document the reasons for this decision, close the project and record it as historical data for future use.

4.2.4 Project Planning and Implementation

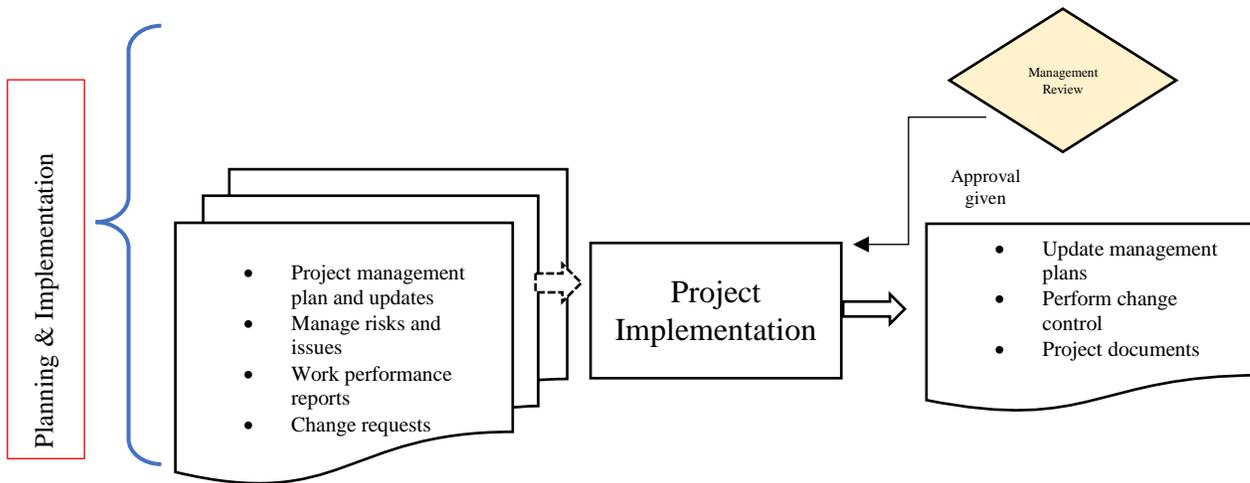


Figure 12: Figure depicting SDC project cycle Phase 3 and its overlap with the SDC PM methodology

This phase will commence if approval is given for the project management plan. The team will use documents from earlier stages to develop a comprehensive and detailed implementation plan which will be revisited throughout the life of the project and updated if necessary. The project manager will lead and manage the project implementation plan: leading the team, dealing with issues, managing the project team and creatively integrating the different elements of the project plan.

It is very important for the project team to be cognizant that project planning and implementation is participatory and iterative. These are key elements to fostering sustainability.

The planning process should involve all members of the team, key community stakeholders and going back to the CPP where necessary. Key community stakeholders may have important skills and knowledge that can be used to inform accurate estimates regarding budgets, time requirements, and other resources required for completing the work of the project. They are also a good source for identifying potential project risks and making plans to mitigate their impact.

Over the duration of the project, changes to the project implementation plan help provide greater detail on schedule, costs, and resources required to meet the defined project scope. Stakeholders involved in implementation activities will more likely to assume leadership, ownership and buy into the project. Involvement will also minimise the possibilities of stakeholders with high negative impact disrupting the progress of the project and creating an avenue for them to give useful input.

The project manager will:

- Update management plans
- Perform change control
- Produce project documents
- Produce work performance data
- Monitor and approve change requests
- Compile and deliver reports in accordance with the communication plan.

4.2.5 End of Project Transition

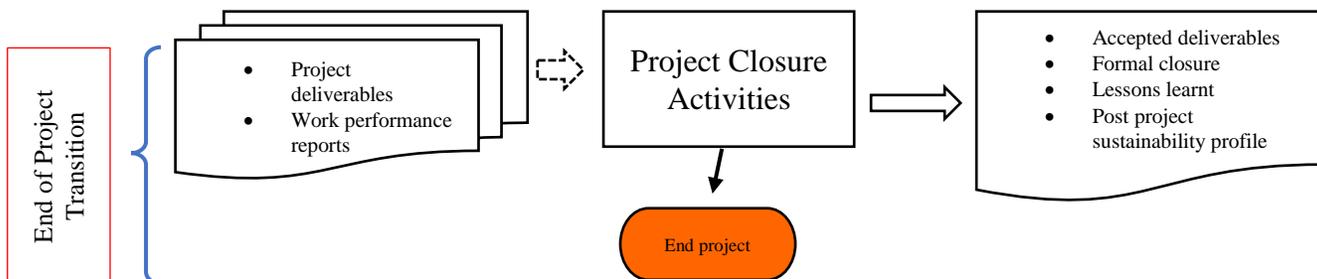


Figure 13: Figure depicting SDC project cycle Phase 4 and its overlap with the SDC PM methodology

This phase will cover all the transition activities that need to occur at the end of a project, including (but not limited to) confirming the deliverables with beneficiaries, collecting lessons learned, and completing the administrative, financial and contractual closure activities. The project manager should contact the internal and

external stakeholders to verify that the scope of the project has been accomplished and that the deliverables whereby an official handover to the community should be appropriately celebrated and formally acknowledged.

The stakeholders should be satisfied and the project team should crosscheck the work done against the project management plans. The project manager should also verify that all contracts are closed out, suppliers paid and closure documents and reports completed.

The project manager will complete a post-project sustainability profile. This is to serve the purpose of a one-page review of the project process, deliverables, sustainability, lessons learned and recommendations for process improvement and training. This document will be kept as a part of the historical information available for future projects of the SDC.

4.2.6 Project Monitoring, Evaluation and Control

These processes will extend throughout the entire life of the project and continually and continuously measure the project's progress and identifies appropriate corrective actions in situations where the project's performance deviates significantly from the plan. These processes can be conducted by the project manager, management or funders. At the beginning of the project, monitoring is to be done predominantly done by management and project proposals should be evaluated against the organizational goals of the SDC. Throughout the project, change control, efficient use of resources, time and quality assurance can be monitored by the project manager, funders as well as community members. Evaluations can be conducted at predetermined intervals by the project manager and funders.

4.2.7 Decision Gates

This is a point of formal reviewing of project justification and planning. It allows for major changes and no-go/go decisions to be made by management. This methodology has two major decision gates. The first at the project proposal where management reviews for organizational alignment with SDC and the community,

availability of funding and sustainability. If the project does not align and is not deemed sustainable, then it will have to be redesigned or the initiative ends. If funding is not available in the SDC then permission is given to the CDO to facilitate the community seeking external funding.

The second decision gate is after the project management plans are completed. Management again reviews as in the first decision gate, and then makes a decision for the project team to proceed or redesign the project. For both gates, if the project is retired, then a post-project sustainability profile should be completed to capture the reasons for the project not proceeding. This will serve as important input for future project designs.

4.3. Project Management adaptive tools and templates for the SDC

A total of twelve templates and adaptive tools have been developed to standardize project management at the SDC. These templates will guide the SDC to using the methodology developed to reach sustainable project goals. The templates can be categorized as project management plan and project documents. The project management plans describe how the project will be monitored, executed and controlled. The sustainability management plan is included in this group to embed it into the execution of the other plans. Project documents will be used to gather data and support the project management plans.

All templates are ready-to-use documents and listed in Chart 11 under the above two categories and the appendix location.

Chart 11: Chart showing overview of developed templates and associated phases

Category	Template Name	Appendix #	Associated Phase
Project management plan	Project management plan	9	3
	Sustainability management plan	8	2
Project documents	Project charter	4	1
	Stakeholder register	5	2
	Stakeholder analysis matrix	6	2
	Project Schedule	12	2
	Change Request	10	3
	Change Log	11	3
	Project status reporting	13	3
	Project closure report	14	4
	Post project sustainability profile	15	4
	P5 analysis	7	2

The project status report template is designed to highlight project accomplishments, identify outstanding issues and upcoming activities. It also covers any variances from the project plan and how to approach them.

At the end of the project, the project manager will do a comprehensive report of all the work completed, or not completed and lessons learnt to be archived for future use.

4.4. One-day training guide to utilizing the proposed methodology.

This one-day training guide is meant to be used to orient persons to the SDC Project Management Methodology. It should be used by the SDC firstly to train community development officers (CDOs) and then CDOs can, in turn, use it to train community members. This guided training is necessary to:

- Establish the methodology as the SDC project management standard
- Provide CDOs with the necessary tools to adhere to international project management standards
- Improve project success rate by facilitating consistency and more targeted measures for outcomes.

This is meant only to be a guide and in no way negate the need for advanced training in project management. This training is meant to last for an eight-hour period.

ONE DAY TRAINING GUIDE

Training Facilitator: _____ **Date of Workshop:** _____

Training Objectives

At the end of the training, participants should be able to:

- Understand the basics of projects and project management
- Prepare a project management plan
- Identify the steps involved in the SDC project management methodology
- Identify the documents associated with the SDC project management methodology
- Understand the role of sustainability planning in projects

Components of Training

Training Components	Subcomponents
Project Management	The Basics of project management
SDC PM Methodology	SDC Project Phases
	SDC PM Methodology
	PM Documents

Sustainability	P5 Analysis
	Sustainability Plan

Materials

Participants should take their own writing instruments. The following resources are needed to conduct the training:

- Projector
- Speakers
- Folders for participants (containing printed copies of PM methodology, project management plan template, project documents templates)
- Registration list
- Name tags
- Provisions for break and lunch
- Spacious training room for break-out sessions
- Flipchart and flipchart easel
- Markers

Agenda

Agenda	
Activities	Suggested
Registration	15 mins
Welcome, greeting, introduction, prayer (optional)	15 mins
Ice breaker: Let's Get it On!!	10 mins
Presentation: Project Management Basics	40 mins
Coffee Break	15 mins
The Project 1: Phases	45 mins
Break Out Session: Let's Recall	20 mins
The Project 2: Methodology	45 mins
Break Out Session: Let's Recall	25 mins
The Project 3: Documents	45 mins

Lunch	60 mins
Break Out Session: Let's Recall	40 mins
Sustainability Planning	45 mins
Break	15 mins
Break Out Session: Let's Recall	20 mins
Training Evaluation	15 mins
Wrap-up	10 mins

REGISTRATION: 15 MINS

MATERIALS:

Register

Folders for participants

Name cards

PROCESS

As participants arrive at the workshop on time, ask them to sign the register, hand out to each person a name tag to write their names and a folder with materials.

WELCOME, GREETING, INTRODUCTION, PRAYER (OPTIONAL): 15 MINS

MATERIALS

Flipchart and markers

OBJECTIVE

Welcome participants and create an opportunity for them to meet each other.

PROCESS

Greet and welcome the authorities and leaders attending the meeting. Explain the purpose of the workshop.

ICE BREAKER: LET'S GET IT ON!!: 10MINS

MATERIALS

None

OBJECTIVE

To create an environment and a suitable mental and physical state of mind to begin the day's tasks.

PROCESS

Ask all participants to stand up and form a circle. If possible, do this exercise outdoors, or else form two or three circles, one inside the other.

Guide them through the following steps, one by one:

1. To mobilize our positive energy, everyone should massage his/her arms, chest, and legs.
2. Now we will massage our heads, and while we do this let us imagine that we have a large bag. Think about the bag and begin putting all your concerns, worries, sadness, problems, and weariness inside the bag. Is everything inside? Good, now tie a knot and throw the bag as far from yourself as possible.
3. Given that we no longer have any concerns, now we are going to stretch and take several deep breaths.
4. Breathe deeply like this . . . once more . . . and finish with a smile.
5. We are now ready to begin the workshop.

PRESENTATION: PROJECT MANAGEMENT BASICS: 40MINS**MATERIALS**

Projector

PowerPoint presentation

Flip chart

OBJECTIVE

To introduce and explain to participants the basic concepts of project management.

PROCESS

1. Inform participants that questions can be asked throughout the presentation for clarity.
2. Make presentation about project management covering material such as: project definition, goals, objectives, project manager, triple baseline, stakeholder, risks and project documents.
3. Document on flip chart any question that will be further clarified later in the day.

COFFEE BREAK: 15MINS**THE PROJECT: PHASE 1: 45MINS****MATERIALS**

Projector

PowerPoint presentation

Flip chart

OBJECTIVE

To introduce and explain to participants the project life cycle and project phases in the SDC project management methodology as well as the differences between both.

PROCESS

1. Inform participants that questions can be asked throughout the presentation for clarity.
2. Make presentation about project life cycle and project phases in the SDC project management methodology covering material such as: project management in development projects, project life cycle, project phases in SDC PM methodology
3. Respond to questions not clarified earlier.
4. Document on flip chart any question that will be further clarified later in the day.

BREAK OUT SESSION: LET'S RECALL: 20MINS

MATERIALS

Groups of participants

Flip chart paper

Markers

OBJECTIVE

To have groups apply knowledge about project management that they have learned so far.

PROCESS

1. Instruct participants to arrange themselves into groups of equal numbers
2. Distribute one flip chart paper along with two markers to each group
3. Each group will choose a scribe
4. Instruct each group to discuss and choose ONE personal or community project they have been a part of.
5. Instruct participants to write the phases of the SDC PM methodology on the sheet and list all the project activities that occurred under each phase
6. Allot each group 2 minutes to present to everyone.
7. Ask for one feedback sentence from each group and respond to any questions.

THE PROJECT 2: METHODOLOGY: 45MINS

MATERIALS

Projector

PowerPoint presentation

Flip chart

Print-out of methodology

OBJECTIVE

To introduce and explain to participants the SDC project management methodology.

PROCESS

1. Inform participants that questions can be asked throughout the presentation for clarity.
2. Make presentation about SDC project management methodology.
3. Make reference to physical copy of methodology so that participants can follow along.
4. Respond to questions not clarified earlier.
5. Document on flip chart any question that will be further clarified later in the day.

BREAK OUT SESSION: LET'S RECALL: 25MINS

MATERIALS

Groups of participants

Flip chart paper

Markers

OBJECTIVE

To have participants apply knowledge about SDC project management methodology to their project identified in previous group activity.

PROCESS

1. Instruct participants to arrange themselves into previous groups of equal numbers.
2. Ask each group to map the methodology of their project and compare it to the SDC methodology then record the differences.
3. Allot each group 2 minutes to present to everyone.
4. Ask for one feedback sentence from each group and respond to any questions.

THE PROJECT 3: DOCUMENTS: 45MINS

MATERIALS

Projector

PowerPoint presentation

Flip chart

Print-out of project documents

OBJECTIVE

To introduce and explain to participants the project documents associated with the SDC project management methodology.

PROCESS

1. Inform participants that questions can be asked throughout the presentation for clarity.
2. Make presentation about project documents explaining use and time of use.
3. Make reference to physical copies of documents so that participants can follow along.
4. Respond to questions not clarified earlier.
5. Document on flip chart any question that will be further clarified later in the day.

LUNCH: 60MINS

BREAK OUT SESSION: LET'S RECALL: 40MINS**MATERIALS**

Groups of participants

Flip chart paper

Markers

OBJECTIVE

To have participants apply knowledge about project documents to their project identified in previous group activity.

PROCESS

1. Instruct participants to arrange themselves into previous groups of equal numbers.
2. Ask each group to identify the project documents that were put to use in the project.
3. Ask each group to identify documents not used and explore and record how their usefulness in applying them to their projects.
4. Allot each group 2 minutes to present to everyone.
5. Ask for one feedback sentence from each group and respond to any questions.

SUSTAINABILITY PLANNING: 45MINS**MATERIALS**

Projector

PowerPoint presentation

Flip chart

Print-out of P5 analysis and sustainability plan

OBJECTIVE

To introduce and explain to participants P5 analysis and how sustainability is embedded in the SDC project management methodology.

PROCESS

1. Inform participants that questions can be asked throughout the presentation for clarity.
2. Make presentation about the importance of sustainability planning in social development projects.: explain P5 analysis and the sustainability management plan
3. Make reference to physical copies of documents so that participants can follow along.
4. Respond to questions not clarified earlier.

BREAK: 15MINS

BREAK OUT SESSION: LET'S RECALL: 20MINS

MATERIALS

Groups of participants

Flip chart paper

Markers

OBJECTIVE

To have participants apply knowledge about project documents to their project identified in previous group activity.

PROCESS

1. Instruct participants to arrange themselves into previous groups of equal numbers.
2. Ask each group to review their project, select one P5 category and conduct an analysis and identify one applicable sustainable measure.

3. Allot each group 2 minutes to present to everyone.
4. Ask for one feedback sentence from each group and respond to any questions.

TRAINING EVALUATION: 15MINS

MATERIALS

Evaluation sheet

OBJECTIVE

To evaluate what was learned in the training and collect feedback for future trainings.

PROCESS

1. Hand out one evaluation sheet to participant that covers: topics presented, feelings about facilitator, training methods and any other feedback that can be used for future trainings.
2. Instruct each participant to complete sheet and return to facilitator.

WRAP-UP: 10MINS

MATERIALS

None

OBJECTIVE

To officially conclude training.

PROCESS

1. Thank each participant for coming.
2. Ask each participant to give one statement about what stood out for them in the training.

-END OF TRAINING-

5. CONCLUSIONS

1. The evaluation of the current practices and project management methodologies in use at the SDC through document reviews and semi-structured interviews established that there is a project management practice at the SDC and revealed the need for a standardized methodology.
2. An SDC project management methodology was developed to standardize the current project management practices of the SDC. The methodology is based on existing decisions making process and introduces common project management practices, increasing SDC's capacity to carry out projects successfully.
3. A total of twelve templates were created that cover all the knowledge areas as established by *PMBOK*® Guide. The templates were catered specifically towards SDC by aligning these with current organizational goals, while embedding sustainability planning throughout.
4. A one-day training guide was developed to utilize the SDC proposed methodology for CDOs and community leaders.

6. RECOMMENDATIONS

1. One of the major challenges faced was identifying materials and getting guidance on project management for social development. The PMBOK® Guide does not cover this and offers examples mainly in the manufacturing, IT and construction industries. It is recommended that the UCI offers more guidance in this arena to be more inclusive of students in the service professions so that easier transitions can be made outside of the classrooms.
2. It is recommended that the SDC project management methodology become a part of the training program for new employees of the SDC. It is recognized that this is not comprehensive and therefore the recommendation is being made for further training in project management for all CDOs be pursued.
3. With the consistent and regular use of project documents, standardization will become easier. The documents are designed in a way so that tweaks can be made to suit specific projects. The SDC has the freedom to update documents as it suits the organizational needs.
4. It is recommended that the one-day training become a part of community engagement and the capacity building process. This will help to familiarize grassroots persons with the standards of project management and empower them to pursue future projects.

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8. APPENDICES

Appendix 1:FGP Charter

PROJECT CHARTER Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
Date	Project Name:
November 13, 2017	Project Management Methodology for the Social Development Commission (SDC) of Jamaica.
Knowledge Areas / Processes	Application Area (Sector / Activity)
Knowledge areas: Project Integration Management Project Scope Management Project Time Management Project Cost Management Project Human Resource Management Project Quality Management Project Communications Management Project Risk Management Project Procurement Management Project Stakeholder Management Process groups: Initiating, Planning, Executing, Monitoring & Controlling, Closing	Social Development
Start date	Finish date
November 13, 2017	December 14, 2018
Project Objectives (general and specific)	
General objective: To develop a project management methodology framed within the standards of the Project Management Institute to manage the integrated community and local economic development strategy for the Social Development Commission (SDC) of Jamaica. Specific objectives: 1. To evaluate the current practices and project management methodologies in use at the SDC. 2. To develop an agile project lifecycle and project control cycle to be utilized for future projects related to SDC. 3. To create adaptive tools and templates to support the implementation of project management in communities by the SDC. 4. To create a one-day training guide to utilizing the proposed methodology.	
Project purpose or justification (merit and expected results)	
The Social Development Commission's main aim is to foster community development through an integrated community development strategy ICDPS. Spanning research, governance and community planning. To achieve this, a framework for community engagement and project development has been established. This project will look at the current practices, what guides the current practices, identify any gaps that exist and what recommendations can be made for aligning the gaps to PM standards, where they do not yet exist through the development of a project management methodology. The benefits of this study includes the opportunity for the SDC to examine project management from a PM standpoint which will raise awareness about the discipline as well as standardise the current practices.	
Description of Product or Service to be generated by the Project – Project final deliverables	

The final deliverables from conducting this study will be:

1. A comprehensive analysis of the current PM practices of the SDC in relation to the standards of the Project Management Body of Knowledge
2. A Project Management Methodology that will serve as a guide for initiating, planning, executing, monitoring and controlling and closing of projects for SDC.
3. Generic project templates and techniques to utilize for future projects related to SDC.
4. A training guide for using the proposed PM methodology.

Assumptions

For this project, the following assumptions are made:

- Clear instructions and guidance will be provided by the university
- All project deliverables will be completed and submitted in the allotted time.
- Resource persons in the SDC will be willing to share information about current project management practices in a timely manner
- There is flexibility of the institutional capacity within the SDC to accommodate the changes necessary for adopting the the standards of the Project Management Body of Knowledge

Constraints

The constraints of the project are as follows:

- Project will be executed by only one person.
- All associated costs will be borne by project manager.

Preliminary risks

List the main risks identified at current stage.

If persons' knowledge about project management according to PMI standards is limited, the extent to which they are able to accurately convey information might affect the quality of the data they are able to convey. This will impact the quality of the project and the extent of the achievement of the listed deliverables.

Budget

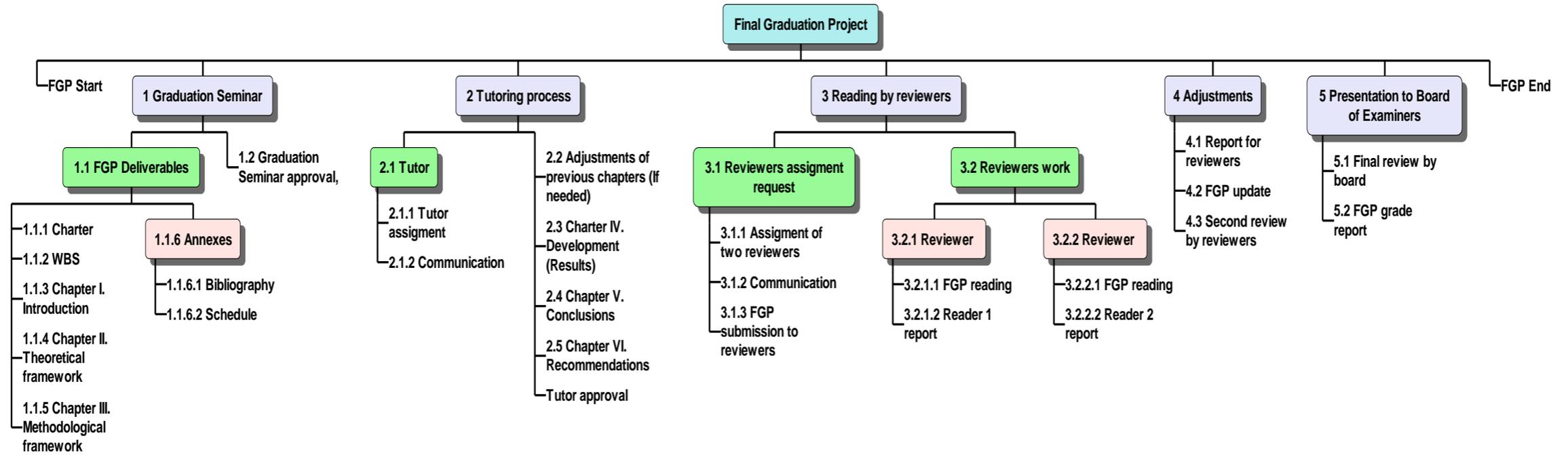
The set cost of this project has not yet been ascertained. However, costs would be limited to stationery or contacting project staff of the SDC, physically or by telephone conversation.

Milestones and dates

Milestone	Start date	End date
Final Graduation Project	November 13, 2017	January 25, 2019
1. Graduation Seminar	November 13, 2017	December 15, 2017
1.1 FGP Deliverables	November 13, 2017	December 08, 2017
1.1.1 Charter	November 13, 2017	November 17, 2017
1.1.2 WBS	November 13, 2017	November 17, 2017
1.1.3 Chapter I Introduction	November 20, 2017	November 24, 2017
1.1.4 Chapter II Theoretical Framework	November 27, 2017	December 1, 2017
1.1.5 Chapter III Methodological Framework	December 4, 2017	December 08, 2017
1.1.6 Annexes	November 20, 2017	December 08, 2017
1.2 Graduation Seminar Approval	December 11, 2017	December 15, 2017
2. Tutoring Process	July 30, 2018	October 19, 2018
2.1 Tutoring	July 30, 2018	August 1, 2018
2.2 Adjustments of previous chapters	August 2, 2018	August 8, 2018
2.3 Charter IV. Development (Results)	August 23, 2018	October 19, 2018
2.4 Chapter V Conclusions	October 22, 2018	October 26, 2018
2.5 Chapter VI Recommendations	October 29, 2018	November 2, 2018
3. Reading by Reviewers	November 2, 2018	November 22, 2018
4. Adjustments	January 29, 2019	February 25, 2019
5. Presentation to Board of Examiners	February 26, 2019	March 4, 2019

Relevant historical information	
No previous projects of this nature have been undertaken. However, a preliminary search has revealed that not a lot of materials exist that speaks to project management in the SDC and social projects. Project management is traditionally common to the technology and construction industries. Social projects need managing too, especially in the context of limited resources and time constraints.	
Stakeholders	
<p>Direct stakeholders: Project Manager FGP Tutor & Lecturer Board of Examiners Reviewers</p> <p>Indirect stakeholders: Social Development Commission</p>	
Project Manager: Pettia Williams	Signature: <i>P. Williams</i>
Authorized by:	Signature:

Appendix 2: FGP WBS



Appendix 3: FGP Schedule

FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE									
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Q3	Q4
1		Final Graduation Project	289 days	Mon 11/13/17	Fri 12/14/18				
2		FGP Start	0 days	Mon 11/13/17	Mon 11/13/17				
3		1 Graduation Seminar	25 days	Mon 11/13/17	Fri 12/15/17	2			
4		1.1 FGP Deliverables	20 days	Mon 11/13/17	Fri 12/08/17				
5		1.1.1 Charter	5 days	Mon 11/13/17	Fri 11/17/17				
6		1.1.2 WBS	5 days	Mon 11/13/17	Fri 11/17/17				
7		1.1.3 Chapter I. Introduction	5 days	Mon 11/20/17	Fri 11/24/17	5,6			
8		1.1.4 Chapter II. Theoretical framework	5 days	Mon 11/27/17	Fri 12/01/17	7,12			
9		1.1.5 Chapter III. Methodological framework	5 days	Mon 12/04/17	Fri 12/08/17	8			
10		1.1.6 Annexes	15 days	Mon 11/20/17	Fri 12/08/17				
11		1.1.6.1 Bibliography	5 days	Mon 12/04/17	Fri 12/08/17				
12		1.1.6.2 Schedule	5 days	Mon 11/20/17	Fri 11/24/17	6,5			
13		1.2 Graduation Seminar approval	5 days	Mon 12/11/17	Fri 12/15/17	9,11			
14		2 Tutoring process	60 days	Mon 07/30/18	Fri 10/19/18				
15		2.1 Tutor	3 days	Mon 07/30/18	Wed 08/01/18				
16		2.1.1 Tutor assignment	1 day	Mon 07/30/18	Mon 07/30/18	13			
17		2.1.2 Communication	2 days	Tue 07/31/18	Wed 08/01/18	16			
18		2.2 Adjustments of previous chapters (If needed)	5 days	Thu 08/02/18	Wed 08/08/18	16,17			
19		2.3 Charter IV. Development (Results)	42 days	Thu 08/23/18	Fri 10/19/18	18			

Project: FGP_Project Schedule Date: Wed 10/03/18	Task		Inactive Task		Start-only	
	Split		Inactive Milestone		Finish-only	
	Milestone		Inactive Summary		Deadline	
	Summary		Manual Task		Critical	
	Project Summary		Duration-only		Critical Split	
	External Tasks		Manual Summary Rollup		Progress	
	External Milestone		Manual Summary			

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FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE										
ID		Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Q3	Q4
20			2.4 Chapter V. Conclusions	5 days	Mon 10/22/18	Fri 10/26/18	19			
21			2.5 Chapter VI. Recommendations	5 days	Mon 10/29/18	Fri 11/02/18	20			
22			Tutor approval	0 days	Fri 11/02/18	Fri 11/02/18	21			
23			3 Reading by reviewers	15 days	Fri 11/02/18	Thu 11/22/18				
24			3.1 Reviewers assignment request	5 days	Fri 11/02/18	Thu 11/08/18				
25			3.1.1 Assignment of two reviewers	2 days	Fri 11/09/18	Mon 11/12/18	22			
26			3.1.2 Communication	2 days	Tue 11/13/18	Wed 11/14/18	25			
27			3.1.3 FGP submission to reviewers	1 day	Thu 11/15/18	Thu 11/15/18	26			
28			3.2 Reviewers work	24 days	Fri 11/16/18	Wed 12/19/18				
29			3.2.1 Reviewer	10 days	Wed 12/19/18	Tue 01/01/19				
30			3.2.1.1 FGP reading	9 days	Wed 01/02/19	Mon 01/14/19	27			
31			3.2.1.2 Reader 1 report	1 day	Tue 01/15/19	Tue 01/15/19	30			
32			3.2.2 Reviewer	10 days	Wed 01/16/19	Tue 01/29/19				
33			3.2.2.1 FGP reading	9 days	Wed 01/16/19	Mon 01/28/19	27			
34			3.2.2.2 Reader 2 report	1 day	Tue 01/29/19	Tue 01/29/19	33			
35			4 Adjustments	20 days	Tue 01/29/19	Mon 02/25/19				
36			4.1 Report for reviewers	9 days	Tue 01/29/19	Fri 02/08/19	27			
37			4.2 FGP update	1 day	Mon 02/11/19	Mon 02/11/19	36			
38			4.3 Second review by reviewers	10 days	Tue 02/12/19	Mon 02/25/19	36,37			

Project: FGP_Project Schedule Date: Wed 10/03/18	Task		Inactive Task		Start-only	
	Split		Inactive Milestone		Finish-only	
	Milestone		Inactive Summary		Deadline	
	Summary		Manual Task		Critical	
	Project Summary		Duration-only		Critical Split	
	External Tasks		Manual Summary Rollup		Progress	
	External Milestone		Manual Summary			

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FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE										
ID		Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Q3	Q4
39			5 Presentation to Board of Examiners	5 days	Tue 02/26/19	Mon 03/04/19				
40			5.1 Final review by board	2 days	Tue 02/26/19	Wed 02/27/19	38			
41			5.2 FGP grade report	3 days	Thu 02/28/19	Mon 03/04/19	40			
42			FGP End	0 days	Mon 03/04/19	Mon 03/04/19				

Project: FGP_Project Schedule Date: Wed 10/03/18	Task		Inactive Task		Start-only	
	Split		Inactive Milestone		Finish-only	
	Milestone		Inactive Summary		Deadline	
	Summary		Manual Task		Critical	
	Project Summary		Duration-only		Critical Split	
	External Tasks		Manual Summary Rollup		Progress	
	External Milestone		Manual Summary			

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FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE										
ID		Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Q3	Q4
39			5 Presentation to Board of Examiners	5 days	Tue 02/26/19	Mon 03/04/19				
40			5.1 Final review by board	2 days	Tue 02/26/19	Wed 02/27/19	38			
41			5.2 FGP grade report	3 days	Thu 02/28/19	Mon 03/04/19	40			
42			FGP End	0 days	Mon 03/04/19	Mon 03/04/19				

Project: FGP_Project Schedule Date: Wed 10/03/18	Task		Inactive Task		Start-only	
	Split		Inactive Milestone		Finish-only	
	Milestone		Inactive Summary		Deadline	
	Summary		Manual Task		Critical	
	Project Summary		Duration-only		Critical Split	
	External Tasks		Manual Summary Rollup		Progress	
	External Milestone		Manual Summary			

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Appendix 4: Project Charter

GENERAL PROJECT INFORMATION	
Project Name	Project ID/Number
	Date Prepared
	Project start & end date
Project Sponsor	
Project Manager	Program Manager
Team Members	
Other Key Stakeholders	

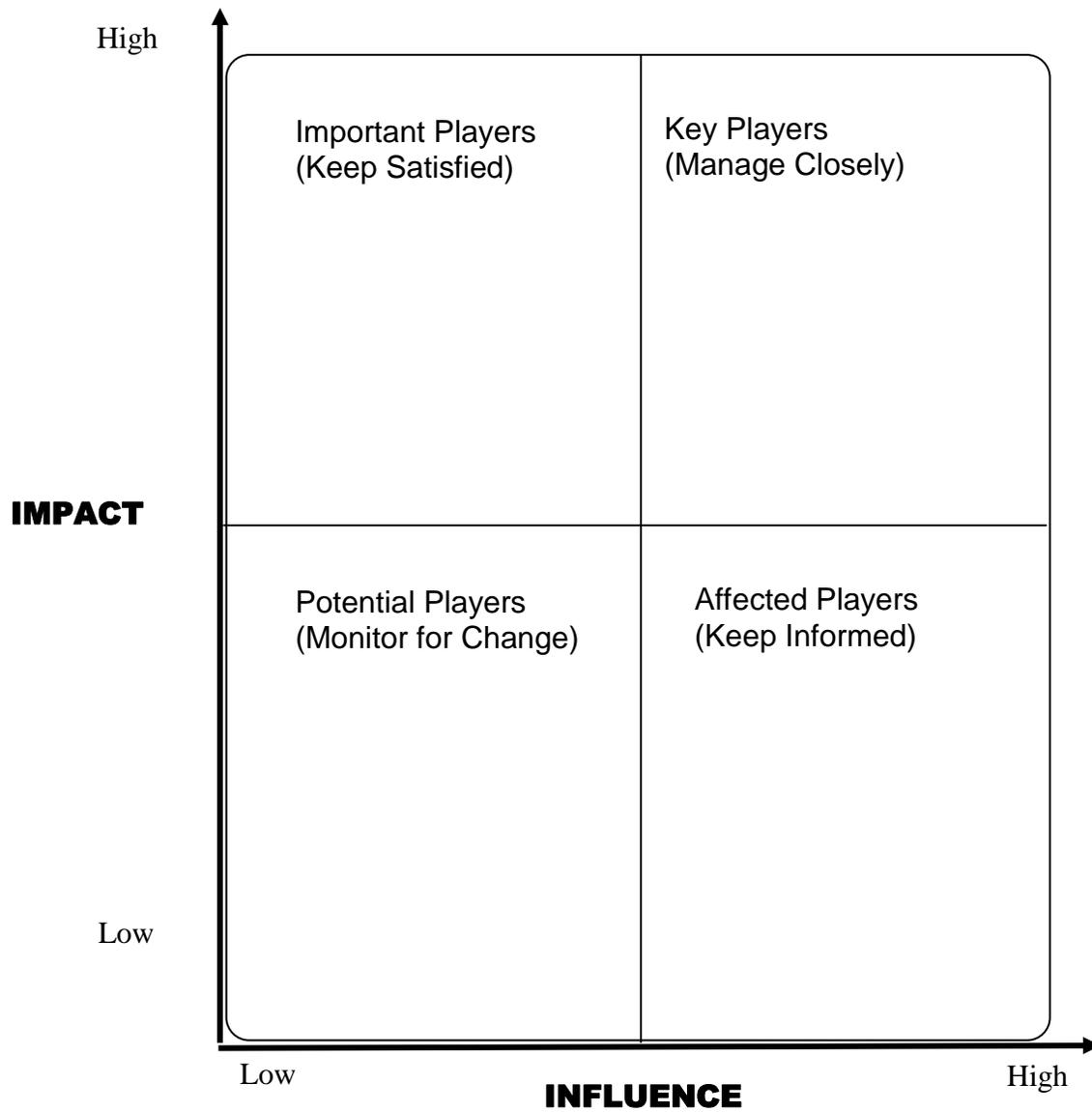
SCOPE STATEMENT
Problem Statement

Project Goals and Objectives (Deliverables)
Project Benefits
Measurable units of deliverables

SUPPORTING DETAIL
Cost
High-Level Phases (<i>Project Lifecycle</i>)
Critical Milestone Date(s) – <i>include desired end date</i>

Constraints/Assumptions
Risks

ADDITIONAL INFORMATION	
Sponsor Responsibilities	
Program Manager Responsibilities	
Project Manager Responsibilities	
Links to Other Projects	
<i>We agree that this is a viable project, and we will support it.</i>	
Project Manager	Program Manager
Date:	Date:
Sponsor	
Date:	

Appendix 6: Stakeholder analysis matrix

Appendix 9: Project Management Plan

PROJECT MANAGEMENT PLAN **<PROJECT NAME>**

COMMUNITY NAME
DISTRICT, PARISH

DATE

Project Manager: <Name of Project Manager>

Project Sponsor: <Name of Project Sponsor/ Organization>

Project Date: <Date of Project Commencement>

Introduction

< Overview of the project and what is included in this Project Management Plan. Describe the project deliverables and benefits. The Project Charter can be used to inform this section.>

Milestone List

< Brief description of major milestones to occur in the project. Identify actions to be taken if there are any changes to milestones or delivery dates. Summarise major milestones in the table below.>

Milestone	Description	Date

Integration Management Plan

< Describe, in general terms, the roles and authority of the project team members and how the project will be governed.>

Scope Management Plan

<Detailed description of the parameters of the project; what it includes and does not include. Includes project objectives, deliverables, requirements, constraints, assumptions and WBS and WBS Dictionary.>

<Detailed breakdown of the work needed to complete the project>

Work Breakdown Structure						
Project Name:						
Project Start:						
Level	WBS Code	Task Description	Assigned To	Start	End	Notes
1	1	The project	Person with main responsibility	Date activity should start	Date activity should end	Any special notes for task
2	2	Sub-project or deliverables				
3	2.1	Deliverable				
4	2.1.1	Time and cost estimate				

<This chart provides detailed information about each component in the work breakdown structure>

WBS Dictionary				
Level/WBS Code	Task Description	Resources Needed	Duration	Predecessors
Code assigned to activity in WBS				

Change Management Plan

<Detailed description of the process in which changes can be made to the project. It details how change requests are submitted, tracked, reviewed and decision making.>

Change Control Board

Name	Role	Responsibility	Authority
Name of team Member	Role in project team	Main responsibilities	Level of authority and what they are allowed to do

Communications Management Plan

<Describe how communication will be approached and define how, when, the frequency and what information will be distributed to ensure project success. Can also include project team directory or the stakeholder register used.>

Stakeholder	Information	Method /Format	Timing or Frequency	Sender
Name of stakeholder	Contact information (phone number, email address, etc)	Email, Phone, & Meetings	Frequency of communication e.g. weekly & as important updates or changes occur	Person responsible for distributing the information.

Cost Management Plan

<Define how the costs on a project will be managed throughout the project's lifecycle. Identify who is responsible for managing costs, how costs will be tracked and reported.>

WBS Code	Description	Estimated Labor Costs	Estimated Resources Costs	Total Estimate	Total Actual Cost
Code assigned to activity in WBS					

Procurement Management Plan

<Outline and describe the necessary steps and identify who has responsibilities for procurement of resources for the project. Define the methods of selecting vendors, contractors, as well as develop a scoring matrix.>

<Use to compare a selection of vendors/contractors for project resources>

	Candidate 1	Candidate 2	Candidate 3	Candidate 4	Candidate 5
Criteria 1	Purchase Price				
Criteria 2	Delivery Cost				
Criteria 3	Financial Capacity				
Criteria 4	Production Capacity				
Criteria 5	Overall Cost				

Risk Management Plan

<Identify all risks associated with the project, cross-referenced with P5 Impact Analysis. Detail how risks will be managed and by whom. Describe the impact, likelihood and corrective/preventative measure>

WBS Code	Activity	Risk Impact	Likelihood of Occurrence	Response	Person Responsible
Code assigned to activity in WBS	Named task/deliverable in WBS	High Medium Low	Chances of risk happening (Very high - 80%-100% chance / High - 60%-80% chance / Medium - 40%-60% chance / Low - 20%-40% chance / Very low - 0%-20% chance)	Preventative or corrective action	Team member responsible for taking action

Human Resource Management Plan

<Describe plan to acquire staff, requirements, project team roles and responsibilities along with detailed skills required for project success.>

Team Member	Role	Responsibility	Authority	Qualifications	Reports to	Training requirements
Name of team member	Describe role on team	Main duties/tasks responsible for	High/medium/low ability to effect changes	Acquired skills/education/expertise of team member	Name of superior	Additional skills/training needed to accomplish assigned tasks

Sponsor Acceptance: _____

Date: _____

Management Acceptance: _____

Date: _____

Appendix 10: Change Request**Change Request**

Project Title: _____ Date Prepared: _____

Person Requesting Change: _____ Change Number: _____

Category of Change: Scope Quality Cost Schedule Requirements Documents

Detailed Description of Proposed Change:

Justification for Proposed Change:

Impacts of Change:

Decision: Approve Defer Reject

Justification:

--

Change Control Board Signature:

Name	Role	Signature	Date

Date: _____

Appendix 13: Project Status Reporting

Community: _____

Project Name: _____

Project Manager: _____

Reporting Period: _____

Date of Report: _____

Project is: On schedule Behind schedule Ahead of schedule

Accomplishments/milestones achieved this period

--

Activities completed this period

Activity	Comments

Activities planned but not completed this period

Activity	Comments

Activities planned for next reporting period

Activity	Comments

Causes of variations if any

Activity	Variation	Action Taken	Approved by

Impact of variances

Deliverable	Planned Status (cost, schedule, scope)	New projected status (cost, schedule, scope)

Cost

Amount planned to be spent to date:	
Actual amount spent to date:	

Risks

Newly Identified Risks	Preventative Action

Project Performance

Performance against original schedule			
Performance against original cost			
Performance against original scope			

Post Project Outstanding Tasks and Issues and recommendations

--

Lessons Learnt

Lesson	Considerations for Future Projects
1.	
2.	
3.	
4.	
5.	

Project Manager's Comments

--

Document Approval Signatures

Role	Name	Signature	Date
Project Manager			
Project Sponsor			
Community Member			
SDC Manager			

Appendix 15: Post Project Sustainability Profile

P5 Category	Deliverable	Associated Lesson Learnt	Sustainability Measure	Actions for Continued Sustainability
Economic				
Social				
Environmental				
Product				
Process				

Appendix 16: Semi-Structured Interview Questions

My name is Pettia Williams and I am currently pursuing a Masters' degree in Project Management. I am currently doing a project to explore project management in the Social Development Commission. The following questions are aimed at getting more information about projects of the Social Development Commission and how project management is executed. Please respond as completely as possible. There will be follow-up questions to expound on your responses given.

Job Title: _____

Role in the SDC: _____

Question	Response
1. What are some of the projects you have undertaken as an organization?	
2. Who are the key players needed for the successful completion of a project?	
3. What is your project success rate?	
4. What are the components that would classify your projects being successful?	
5. What are the key factors to take into consideration when executing a project?	
6. Do you have standardized tools or templates to support the implementation of projects? If yes, can you name some?	
7. What are some of the barriers to executing a successful project?	
8. Is there a standardized project development process of the organization?	
9. Please list two strengths and weaknesses of this process if it exists.	Strengths: 1. 2. Weakness: 1.

	2.
10. Is there a standard way to collect data from projects? If yes, what are they?	
11. How is this data used to inform future projects?	
12. Would you be open to a new PM methodology that can be applied to any SDC project?	