

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

**PROJECT MANAGEMENT PLAN FOR THE MONITORING AND
IMPLEMENTATION OF THE POVERTY ALLEVIATION PROGRAMME (PAP) IN
DOMINICA**

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DEDICATION

I dedicate this research paper to the Almighty Father, my strong pillar, for guiding me through this long and arduous journey and the strength I needed in prayer. I also dedicate this work to my husband; Gifford Walsh Jr. who has encouraged me all the way and whose encouragement has made sure that I give it all it takes to finish that which I have started. To my three beautiful children Kierra, Zinedine and Saidi who have been affected in every way possible by this pursuit. Thank you and God bless them.

Last but not least, this paper is dedicated to the memory of my father-in-law, Gifford Walsh Snr., who left us tragically in 2014. I almost gave up after your death but then I remembered you would want me to succeed. May you continue to Rest in Eternal Peace.

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ABBREVIATIONS AND ACRONYMS

AO	Administrative/Accounting Officer
APPR	Annual Project Performance Report
CA	Control Account
CAROSAI	Caribbean Organization of Supreme Audit Institutions
CLO	Community Liaison Officer
CPA	Country Poverty Assessment
CPI	Cost Performance Index
CV	Cost Variance
FGP	Final Graduation Project
GSPS	Growth and Social Protection Strategy
HR	Human Resource
IA	Implementing Agency
IAASB	International Auditing and Assurance Standards Board
INTOSAI	International Organization of Supreme Audit Institutions
ISS	Implementation Support Specialist
ISSAI	International Standards of Supreme Audit Institutions
ISAs	International Standards of Auditing
MPM	Masters in Project Management
NGOs	Non-government Organisations
OE	Oversight Entity
OM	Operations Manual
PAP	Poverty Alleviation Agency
PCR	Project Completion Report
PDO	Project Development Objective
PE	Project Engineer
PERT	Project Evaluation Review Technique
PM	The Project Manager
PMBOK® Guide	Project Management Body of Knowledge Guide
PMC	Project Monitoring Committee

PMI	Project Management Institute
PPS	Project Preparation Specialist
SPI	Schedule Performance Index
SV	Schedule Variance
UCI	Universidad para la Cooperación Internacional
USAID	United States Agency for International Development
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY (ABSTRACT)

The Poverty Alleviation Programme (PAP) has been a locally instituted program managed by the Government and the Caribbean Bank. It began as the Basic Human Needs/Employment Sector Project in 1979. PAP has responded to poverty, particularly in rural and inner urban areas, through investments in community infrastructure and related services in sanitation, access roads, drainage, and education initiatives.

While Poverty Alleviation is still considered important, recent evaluations reports and sector assessments have concluded that impoverished communities are still underserved. Ineffective management of the organisation and project funds have affected the overall pace of disbursement of funds to those who are in dire need of it. Several factors such as pace and quality of project implementation, donor/Sponsor coordination, coordination arrangements and their functioning, time frames, institutional performance, availability/adequacy of budget, staff, equipment and hired consultants have all affected the performance of the sole funded agency.

The introduction to all these approaches to poverty alleviation and project implementation resulted in limited guidance on ‘how to’ implement the system, including how to develop relevant outcome indicators, design data collection tools, collect data (baseline and periodic), and compile reports. Effective system implementation therefore requires the capacity to develop a progress reporting schedule for outcomes (immediate/intermediate) which means data needs to be collected prior to the intervention, on completion of the intervention and at periodic intervals during the defects liability period if that is the period during which outcomes are being tracked.

Overall, the Project Management plan sought to establish a strategy for the execution, monitoring, implementation and systematic reporting of project performance on all components. It will clarify what monitoring and implementation are, how to plan, to do them, how to help the user throughout the entire project cycle at the Agency. In simpler terms, the Project Manager will know what to do in order to deliver and achieve the overall goals of the institution. The plan will provide information to the project manager whether resources were used as agreed (inputs) and whether the project was progressing as expected (outputs). The plan will also ensure that programs funds are used appropriately and efficiently. Eventually, it is anticipated that the progress towards meeting the Program’s established mission, vision and objectives will be improved and will further strengthen the monitoring and implementation of the organization and the growing demands for transparency and accountability at the PAP.

The general objective of the study to develop a Project Management Plan for the Poverty Alleviation Programme (PAP) in Dominica in order to improve project performance through the implementation of a monitoring and implementation system by quarter 2 (q. 2), 2018. The specific objectives were: to perform a performance audit of the current situation to determine the baseline data needed for the monitoring and implementation management plan; to create a project charter to formally authorize the project and provide the project manager with the power to apply project resources to create the project management plan;

to develop the project scope statement to outline the project's deliverables are achieved and identify the constraints, assumptions and key success factors; to develop a time management plan to ensure that planning is done within the schedule allocated / time constraints; to develop a cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose; to construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact on project success; to develop a Human Resource Management plan with emphasis on the Organisational Chart to ensure that all human resource are managed efficiently and the roles and responsibilities of team members are planned out throughout the Project; and to create a communication management plan to allow for timely transfer and management of information to all stakeholders and project performance are adequately monitored and reported.

To achieve these objectives, three research methodologies were used, specifically analytical, qualitative and quantitative. The tools employed to carry out the study were based on the tools specified in the PMBOK Guide and were specific to each objective required. These included analytical tools, meetings, stakeholder analysis, interviews and analysis of Evaluation Reports (Social and Economic Reviews) done by Ministries of Finance/Social Services, newspapers and websites.

As a consequence of the development of the research objectives, the following conclusions were derived; the project design and implementation must be guided by a Monitoring and Evaluation Results Framework which is useful for project management (assessing effectiveness and quality assurance) as well as ensuring accountability and a basis for realignment/adjustment of activities as necessary.

A workable project management plan has never been fully incorporated within the structure of the organization; and the PMBOK® Guide 5th Edition provided a set of good project management practices used by the project team to develop a more thorough project management plan, and to improve the way the organisation must manage a project especially as it relates to monitoring and reporting. A total of eight templates were created that covered the relevant knowledge areas as established by PMBOK® Guide. The templates were designed specifically towards the Poverty Alleviation Programme (PAP) by aligning these with current reporting practices.

To conclude, the PAP should employ formal Project Management plan methods to increase the likelihood of project success. The organisation must incorporate within the plan, an M&E framework where data collection, processing and reporting are automated where possible. It was also recommended that the project management team should develop a subsidiary plan of the Project Management Plan to ensure that all planning subsets for each knowledge area or respective application area are thorough and accurate. With all stakeholders understanding their roles in successfully implementing projects and providing the necessary feedback, the Poverty Alleviation Programme will have greater impact on the island.

1. 1 INTRODUCTION

1.1. Background

The Poverty Alleviation Programme (PAP) is a locally instituted program managed by the Government. It began as the Basic Human Needs/Employment Sector Project in 1979. It was an initiative of the Government with assistance from the United States Agency for International Development (USAID). Majority of its funding is from donor agencies/Sponsors through grant funding. The program targets the improvement of living conditions in rural communities, which have become trapped in poverty. It allows beneficiaries to actively participate in the development process and provides the means for direct delivery of basic public services to impoverished communities. PAP funds are available to beneficiary rural communities. Agencies and groups who work within such communities may seek to source funds for viable, poverty reduction projects. Agencies/groups include:

- Local Government Authority (Village Councils)
- Community-Based Organisations, e.g., youth groups
- Non-government Organisations (NGOs)
- Government Agencies

Changing development philosophies over the past decade have emphasized the multi-faceted nature of poverty, and the need to directly involve the beneficiaries – primary stakeholders- in decisions to improve their well-being if poverty reduction programs are to be effective. This thinking has stimulated changes in the thrust of the Program. It has been recognized that this mechanism could have only limited impact on the lives of the impoverished if incomes remained low, and the level, quality and access to services rudimentary.

Above all, the beneficiaries needed to be included in processes that optimised their assets and capacities. Consequently, PAP initiated more participatory approaches to addressing poverty that required greater consultation with communities on their

needs and capabilities, and how it could most effectively respond. A combination of outputs to fortify both social infrastructure and human resource capabilities that link the beneficiaries to economic and social opportunity was introduced. This resulted in a measured shift from 'top-down' social policy decisions to approaches in which the impoverished, as primary beneficiaries, are seen as agents in changing their own social circumstances.

The articulation of these three processes: targeting, participation and demand, provided the foundation for integrated, holistic approaches to poverty reduction. It should be noted that while each of these processes can be presented separately, in practice they intersect at all levels and afford a holistic approach to sub-project implementation for sustainable poverty reduction. Such targeting links deprivation to broader social structures and causes of poverty, is enriched by the use of participatory methods, both of which contribute to outcomes in demand-led sub-projects.

The introduction to all these approaches to poverty alleviation and project implementation, resulted in limited guidance on '*how to*' implement the system including development of relevant outcome indicators, design data collection tools, collect data (baseline and periodic) and compile reports have affected the institution. Effective system implementation therefore requires the capacity to develop a progress reporting schedule for outcomes (immediate/intermediate), which means data needs to be collected prior to the intervention, on completion of the intervention and at periodic intervals during the defects liability period if that is the period during which outcomes are being tracked.

Overall, the Project Management Plan is expected to contribute considerably to the effective monitoring and implementation of projects at the Poverty Alleviation Programme (PAP) in order to determine the operating strengths and weaknesses, institutional capacity needs and recommend a process of improvement. It will clarify what monitoring and implementation are, how to plan to do them, and how to help the project team throughout the entire project cycle at the Agency.

1.2. Statement of the problem

PAP has responded to poverty, particularly in rural and inner urban areas, through investments in community infrastructure and related services in sanitation, access roads and drainage and education initiatives. PAP implemented projects that have generated a visible impact in terms of social and economic benefits to communities throughout the state.

While it is still considered important, recent evaluation reports and sector assessments have all concluded that beneficiary communities are still disadvantaged. Ineffective management of the organisation and lengthy and irrelevant procedures have affected the overall pace of disbursement of funds to those who are in dire need of it. Several factors such as pace and quality of project implementation, donor/Sponsor coordination, coordination arrangements and their functioning, time frames, institutional performance, availability/adequacy of budget, staff, equipment and hired consultants have all affected the performance of the sole funded agency.

The Project Management Plan seeks to establish a strategy for the execution, monitoring, implementation and systematic reporting of project performance on all components. It will:

- Determine the extent to which projects funded by PAP are meeting its objectives and leading to their desired effect
- Build greater transparency, efficiency and accountability in terms of use of project resources – time, cost and quality
- Influence project success
- Suggest solutions to problems that may arise
- Assess whether the projects implemented have the intended impact
- And develop a plan to do so

1.3. Purpose

Emphasis of PAP has shifted to the rehabilitation and construction of rural water supplies, feeder roads, drains and footpaths, schools, health facilities, and skills training. The success of the implementation of the projects was measured in terms of both the number and type of projects implemented, the magnitude of beneficiaries and the employment generated. Like all such projects, however, economic benefits were essentially short-term and outputs were not always sustainable; impact being ameliorative rather than poverty eliminating. Inefficiencies at the agency due to complicated guidelines and procedures affected the outcome and continue to affect the overall pace of disbursement of funds to those who are in dire need of it, “the impoverished.”

By instituting a Project Management Plan, PAP seeks to chart the way forward whereby the organization can learn from the experiences acquired (learning function); accounting internally and externally for the resources used and the results obtained (monitoring function) and taking decisions according to plan.

Basically:

How well are we doing?

Are we doing the right things?

What difference are we making?

Are we on track to completion?

The plan provides information to the project manager on whether resources are used as agreed (inputs) and whether the project is progressing as expected (outputs)/ensures that programs funds are used appropriately and efficiently. Also, the Sponsor (s) need to know that funds were used as intended and that the projects implemented make the difference that they were intended to make.

Eventually, it is anticipated that the progress towards meeting the Program’s established mission, vision and goals will be improved and will further strengthen the monitoring and implementation of the organization and the growing demands for transparency and accountability at the PAP. In simpler terms, the Project Manager will know what to do in order to deliver and achieve the overall goals of the institution.

1.4. General objective

To develop a Project Management Plan for the Poverty Alleviation Programme (PAP) in Dominica in order to improve project performance through the implementation of a monitoring and implementation system by quarter 2 (q. 2) 2018.

1.5. Specific

1. To perform a performance audit of the current situation to determine the baseline data needed for the monitoring and implementation management plan;
2. To create a project charter to formally authorize the project and provide the project manager with the power to apply project resources to create the project management plan.
3. To develop the project scope statement to outline how the project's deliverables are achieved and identify the constraints, assumptions and key success factors.
4. To develop a time management plan to ensure that planning is done within the schedule allocated / time constraints.
5. To develop a cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose.
6. To construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact on project success.
7. To develop a Human Resource Management plan with emphasis on the organisational chart, to ensure that all human resources are managed efficiently and that the roles and responsibilities of team members are planned out throughout the project.
8. To create a communication management plan to allow for timely transfer and management of information to all stakeholders and project performance are adequately monitored and reported.

2. THEORETICAL FRAMEWORK

2.1. Company/Enterprise framework

The FGP is a research paper conducted in the Caribbean Island of the Commonwealth of Dominica. Dominica also referred to as the 'Nature Isle' of the Caribbean has a population of 73,543 inhabitants (World Bank, 2016). The organisation being utilised as the case study is the Poverty Alleviation Programme.

The Independence era of the 1960's and 70's witnessed Caribbean countries placing increased emphasis on social development. Significant gains were therefore made in the areas of education, access to health care (particularly primary health care), access to potable drinking water as well as social security and other forms of social protection. However, large sections of the population did not benefit fully from the social and economic gains and, as such, levels of poverty remained relatively high. In the case of Dominica, whatever gains were achieved were to a large extent badly affected by the destruction caused by Hurricane David in 1979 followed by Allen and Frederick in 1980.

It was against the background of increasing poverty levels in the Caribbean that the POVERTY ALLEVIATION PROGRAMME (PAP) was launched.

Fulfilment of the PAP vision is realized by operations undertaken in five central pillars:

- *Community participation and empowerment:* enabling the most vulnerable to be directly involved and take ownership of the project and future community development.
- *Results and communications:* generating more rigorous evidence on where and how the PAP has had most impact on people's lives in low-income communities
- *Community assets:* helping communities build more assets and be more resilient
- *Transformational effects:* helping communities to emerge out of poverty and be less vulnerable over time, stemming intergenerational poverty

- *Cooperation:* attracting a range of needed services and addressing wider challenges being faced by community residents (e.g., disability, inequality and Youth at risk)

2.1.1 Company/Enterprise background

Since its inception in 1979, the Poverty Alleviation Programme (PAP) also referred to as Implementing Agency (IA), has been helping to reduce poverty in targeted communities by providing infrastructure and livelihood enhancement services nationally. These programs support a socially inclusive development process. The Agency provides the means for direct delivery of basic public services to people living in impoverished communities in a sustainable and gender sensitive manner. Its method of implementation allows for a more socially inclusive development process. Using participatory methods, community members from targeted communities are involved in the assessment and prioritization of community development needs to inform sub-projects to be funded by PAP.

The Fund provides the means for direct delivery of basic public services to people living in impoverished communities in a sustainable and gender sensitive manner. Its method of implementation allows for a more socially inclusive development process.

2.1.2 Mission and vision statements

PAP Mission Statement:

“The PAP intends to provide resources to impoverished communities to improve access to basic public services, enhance employability and reduce social vulnerability.”

The PAP Vision:

“To reduce the economic and social vulnerability of women, men, girls and boys, lowering risks that may otherwise impact their income and well-being.”

Additionally, the PAP Program invests in community-led development in a way that nurtures community change processes. It takes a holistic approach to building multi-faceted aspects of a community (it sees the community as an integrated whole), and it is responsive to local demand, needs and priorities. The FGP will ensure that the mission and vision of the PAP are achieved.

2.1.3 Organizational structure

The Implementing Agency (IA) and its staff are responsible for the day-to-day management of project activities.



Figure 1 Organizational structure (Source: Poverty Alleviation Programme, 2016)

The PAP comprises the following staff as indicated in Figure 1, as is necessary to effectively carry out the functions of the PAPO:

(a) The Project Manager (PM) will manage the Project on a day-to-day basis with responsibilities including programming, cost control, maintaining standards, production of periodic report, in particular the Annual Project Performance Report (APPR) and the Annual Work Plan. The PM will be responsible for the management of staff and other resources, including consultants where applicable and other technical experts, towards optimal performance of projects.

(b) Community Liaison Officer (CLO), will be responsible to the PM for the active involvement of beneficiary communities, including communities of interest in the identification, implementation, monitoring and maintenance of all sub-projects funded by the project. The CLO(s) will assist in the training and sensitisation of stakeholders and be responsible for problem analyses and the design of PAP sub-project proposals.

(c) Administrative/Accounting Officer (AO) will be responsible to the PM for the provision of administrative services; the maintenance of project accounts in accordance with internationally accepted accounting principles; annual audit reports; and the recording of other project monitoring indicators.

(d) The Project Engineer (PE) will be responsible to the PM for the preparation of sub-project profiles in accordance with the OM and implementation and maintenance of all sub-projects funded by the project. The PE will assist in the selection and supervision of technical consultants engaged by the PAPO and monitoring those technical consultants.

(e) Clerk/ typist performs general office duties including data entry, typing, and filing. Work is reviewed periodically for accuracy and conformance with general instructions.

2.1.4 Products offered

The Implementing Agency funds the following subprojects:

- Development of potable water systems.
- Improvements in health and educational facilities.
- Creation of better access through the construction of roads, drains and footpaths.
- Construction/rehabilitation of facilities that enhance the physical environment of the elderly, infirm or children at risk and those living with HIV/AIDS.
- Skills training and upgrading for employment and self-employment.

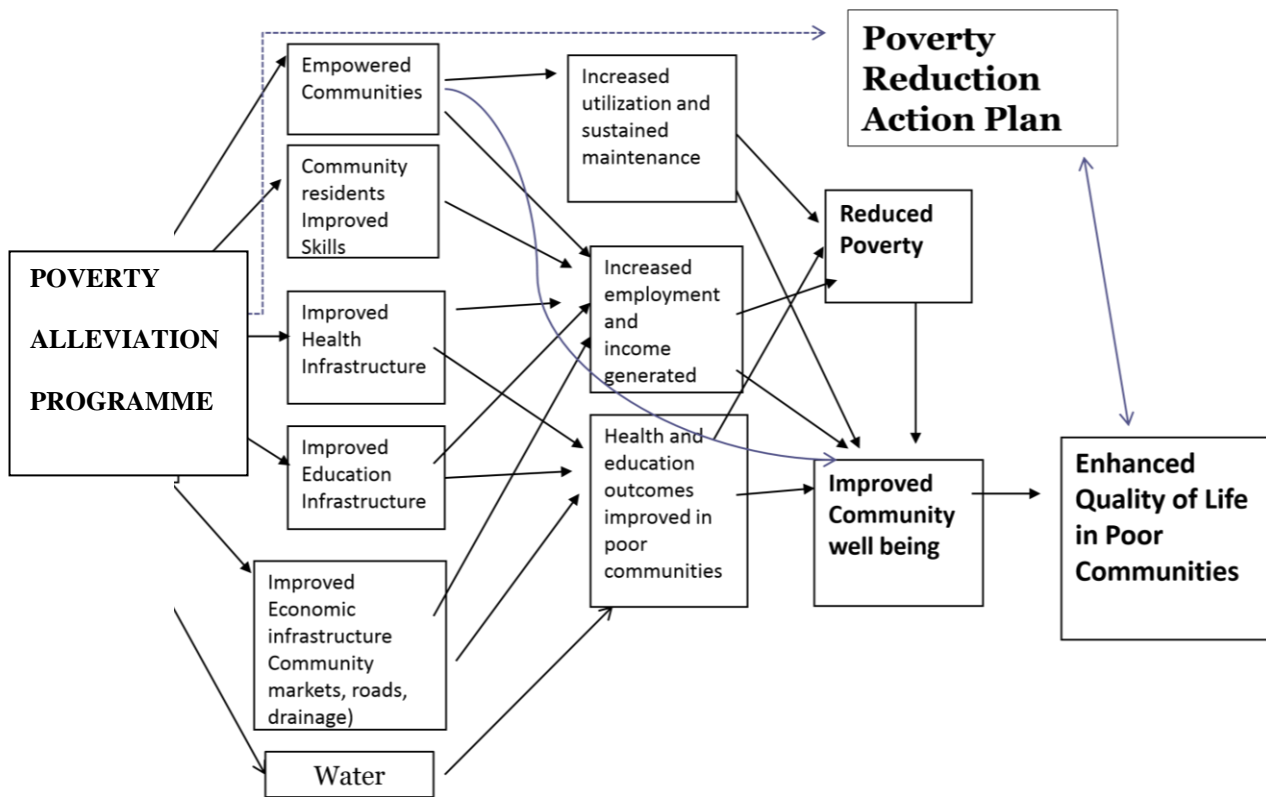


Figure 2 – Poverty Alleviation Project - Products offered and Possible Impacts



Figure 3 Product -Primary School built by the PAP (PAP, 2014)



Figure 4 Product - Skills training Program for women (PAP, 2015)

2.2 Project Management concepts

2.2.1 Project

The Project Management Body of Knowledge (PMBOK® Guide) defines project as, “a temporary endeavour undertaken to create a unique product, service, or result” (Project Management Institute, 2016). For the purpose of this research, the project is to develop a Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica. The Project Management Plan as a project aims to establish a strategy for the systematic reporting of project performance on all components and to further strengthen the monitoring and implementation of the organization and the growing demands for transparency and accountability at the PAP.

2.2.2 Project management

According to the PMBOK® Guide, Project Management is the “application of knowledge, skills, tools, and techniques to project activities to meet the project requirements”, and realized through meticulous application and incorporation of “47 logically grouped project management processes, which are categorized into five Process Groups.” (Project Management Institute, 2013).

According to Wikipedia, it is stated that, “as a discipline, project management developed from several fields of application including civil construction,

engineering, and heavy defence activity (David I. Cleland, Roland Gareis (2006)). “Project management has evolved into a business process” (Kerzner, 2013, xxiii) being used by companies all over the world to increase corporate value in many ways.

PMI's *PMBOK® Guide* is a globally recognized standard (Daley, 2013) that details how to initiate, plan, execute, monitor, and control and close a project. Project Management Methodology especially as adopted by the Project Management Institute (PMI) and the Guide to the Project Management Body of Knowledge (Project Management Institute,2016) certainly serves as the main reference and “bible” to the field of project management.

All projects from the least to the most complex can be broken down into smaller more manageable work packages which, when initiated and implemented, can be easily monitored and controlled to obtain the desired results within the constraints of Scope, Quality, Schedule, Budget, Resources, and Risks. With this in mind, developing a project plan and in particular, the one declared in this final project may be challenged by the “triple constraints” of time, cost and quality.

The development of the Final Graduation Project (FGP) will consist of the creation of the Project Management Plan for the Monitoring and Implementation of the Fund. It will thus improve institutional components, effective allocation of resources, encourage compliance by the organization and improve the communication, internally and externally and effectively benefit those who are in dire need of funding. The PAP Program prioritizes and links ‘sector support’ and ‘direct community support’ and builds capital in a holistic manner.

2.2.3 Project life cycle

The PMBOK Guide Fifth Edition describes the project management life cycle as “phases that a project goes through from its initiation to closure” (Project Management Institute, 2013).

The generic life cycle of most projects is:

- Initiating Phase - Starting the project
- Planning Phase - Organizing and preparing
- Executing Phase- Carrying out the project work
- Monitoring & Control
- Closing the project.

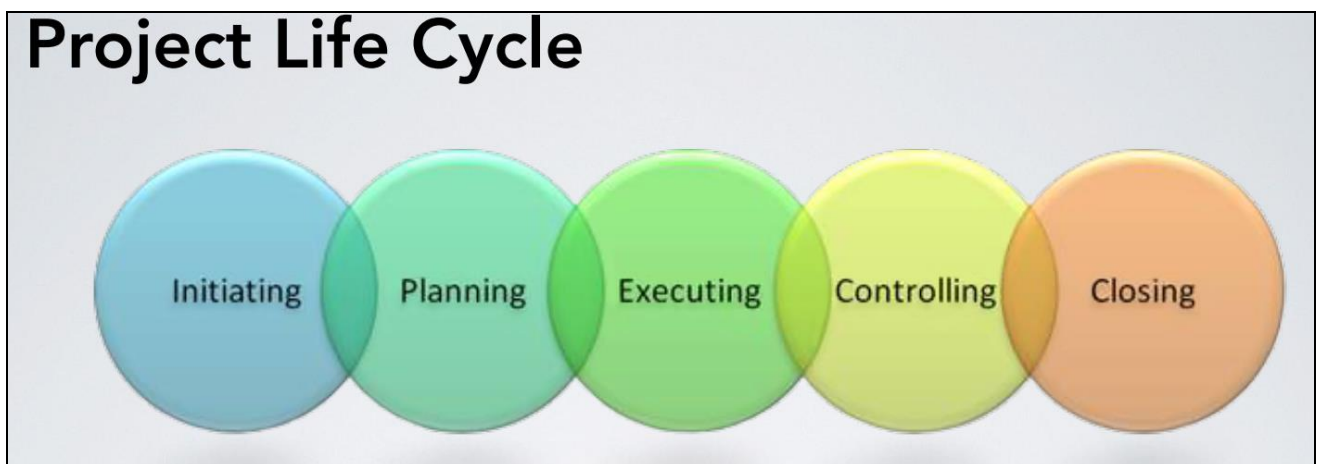


Figure 5 Typical Project Life Cycle (Source: Author, 2017)

According to Wilson, the project life-cycle is a “natural progression” and the four main stages (phases) in a project life-cycle are concept and approval, planning and preparation, executing work activities, and closing all project activities (Wilson, 2014). However, the *PMBOK® Guide* states that within each phase of a project life cycle, there are five process groups that interact with one another and “could be conducted within a phase” (Project Management Institute, 2013, p. 419).

If all requirements are met for a particular delivery then the delivery is accepted. Figure 6 as depicted below, illustrates the interaction of process group at different phases of the project life cycle.

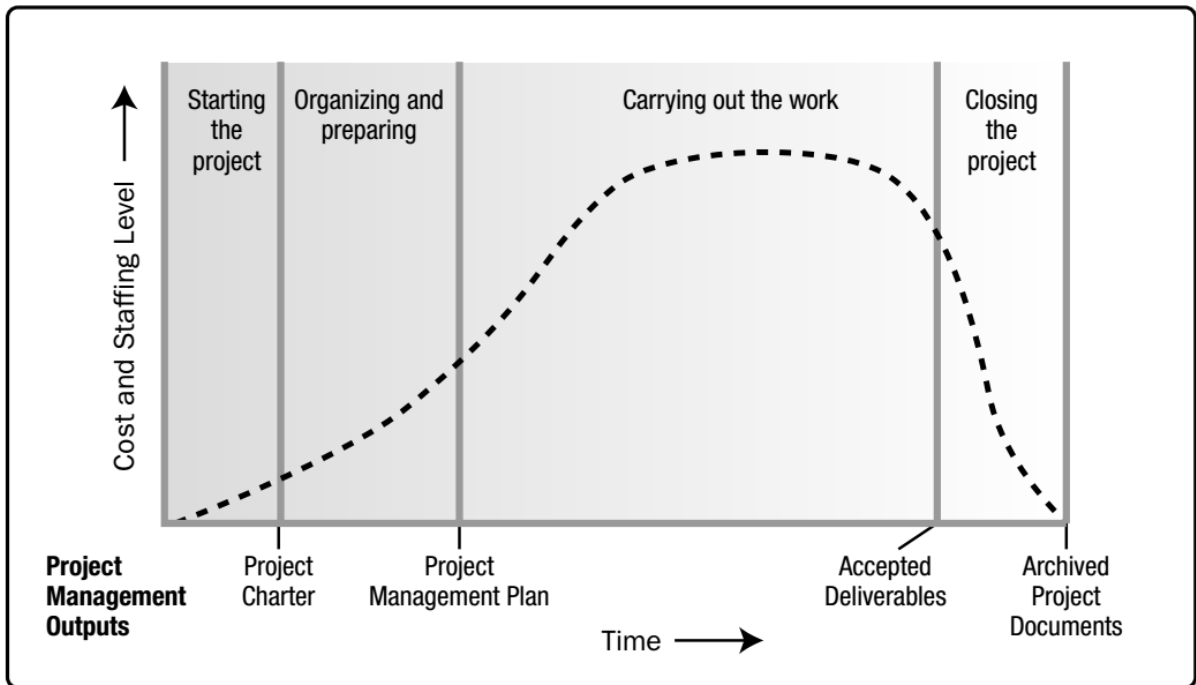


Figure 6 Interaction of Process Groups at different Phases (source: PMI, 2013)

In developing a project management plan, not only the life cycle of the project plan will be examined but also that the organisation being understudied. The PAP sub-project lifecycle sets out those critical steps (activities and decisions) that are required in order to progress a sub-project through from inception to completion as clearly detailed in Figure 7 .

The Step-By-Step Project Lifecycle

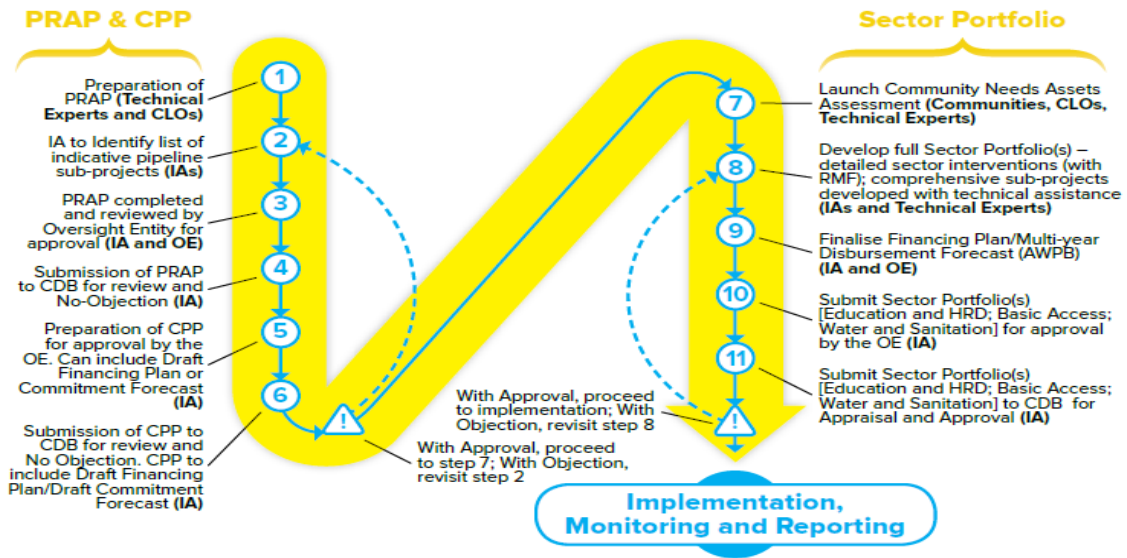


Figure 7 PAP Project Lifecycle (source Poverty Alleviation Programme’s Operations Manual, 2013)

2.2.4 Project management processes

The *PMBOK Guide 5th Edition* outlines project management process as “a set of interrelated actions and activities performed to create a pre-specified product, service, or result (Project Management Institute, 2013). Assigned to one of each of the five (5) process groups, processes span each of the ten (10) knowledge areas.

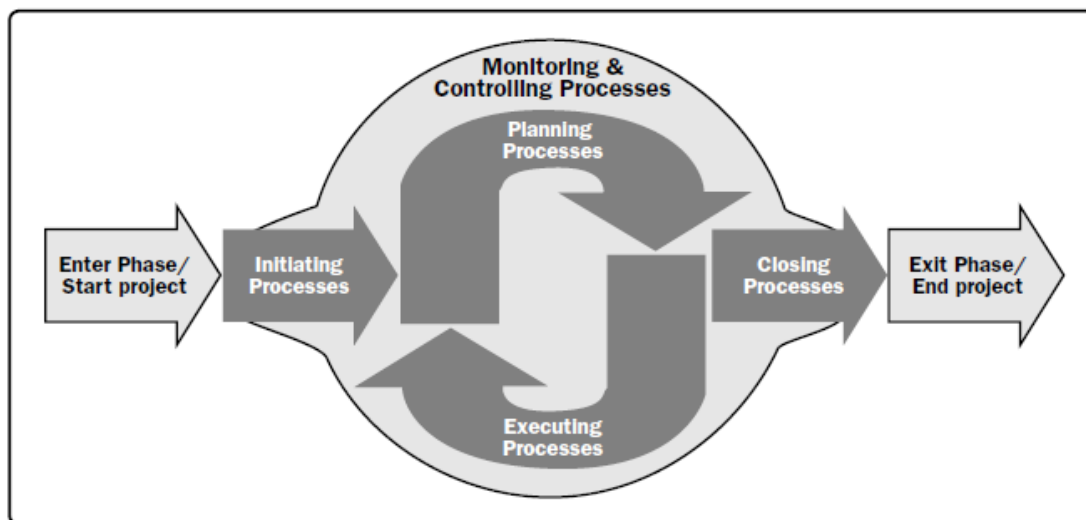


Figure 8 Project Management Processes, (Project Management Institute, 2013)

Each knowledge area is characterized by its inputs, the tools and techniques that can be applied and their resulting outputs. (Project Management Institute 2013, p.47).

Project management constitutes the core process that link the various parts of a project's activities and processes. There are 47 processes that are divided into ten (10) knowledge areas. These knowledge areas interact with the five (5) main process groups called the project management process groups. These are Initiation, Planning, Execution, Monitoring & Control, and Closing. Every project must go through different stages of these process groups. These processes are applicable to all projects and are highly interactive.

According to the Project Management Institute (2013), project management is accomplished by 47 logically grouped project management processes, which are grouped in five Process Groups, namely:

➤ Project Initiating

These processes help you define a new piece of work – either a complete new project or the phase you are about to begin. They ensure you have authority to proceed.

Processes

- Selection resource limits
- Recognizing the benefits of the project
- Uncover initial requirements, assumptions, risks, constraints, stakeholders and existing agreements
- Select project manager
- Develop project charter
- Assess project feasibility
- Create measurable objective

➤ Project Planning

These processes help you define objectives and scope out the work to be done. They also encompass all the work around planning and scheduling tasks. Again, they can cover a complete project or just the phase you are working on right now. Or you might be closing one phase and planning the next in parallel.

Processes

- Create project scope statement
- Estimate work requirements, quality and quantity of work and resources needed.
- Estimate time and develop schedule
- Evaluation of the various risks
- Gain formal approval

➤ Project Executing

You do these processes as you carry out your project tasks. This is the 'delivery' part of project management, where the main activity happens and you create the products.

Processes

- Acquire project team members
- Execute the work

➤ Project Monitoring and Controlling

These processes let you track the work that is being done, review and report on it. They also cover what happens when you find out the project isn't following the agreed plan, so change management falls into this Process Group. You'll run these processes alongside those in the Executing Group (mainly, but alongside the other Groups too) so you monitor as you go.

Processes

- Track and analyse project progress, compare with predicted outcome
- Request, approve or reject changes

➤ Project Closing

Finally, these processes let you finalize all the tasks in the other Groups when you get to the point to close the project or phase.

Processes

- Verifying that all of the work has been accomplished
- Contractual closure of the contract
- Financial closure of the charge numbers
- Administrative closure of the paperwork

The following has been adapted from the Project Management Institute, A Guide to the Project Management Body of Knowledge,(Project Management Institute, 2013) – Fifth Edition, Project Management Institute Inc., 2013, Page 61.

For this research project, with the exception of project procurement management, this final graduation project (FGP) followed the same knowledge areas from the formulation of the Project Charter to the actual project, which in this case was to develop a project management plan for the monitoring and implementation of the agency. Each process group is based on industry best 13 practices and is designed to the specific requirements of each project. In the execution of each process, The PMBOK Guide Fifth Edition notes that the process groups are iterative with many of the processes repeated during the project (Project Management Institute, 2013). Only the processes involved in initiating and planning and monitoring of a project will be utilized to develop the Project Management Plan.

2.2.5 Project management knowledge areas

A knowledge area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization (Project Management Institute, 2013, p.59). There are ten knowledge areas, which are ten broad heading under which the 47 project management processes are

subsets. Processes under each knowledge areas are iterative and may “overlap and interact”.

There are ten (10) knowledge areas used in project management as clearly illustrated in Figure 9.

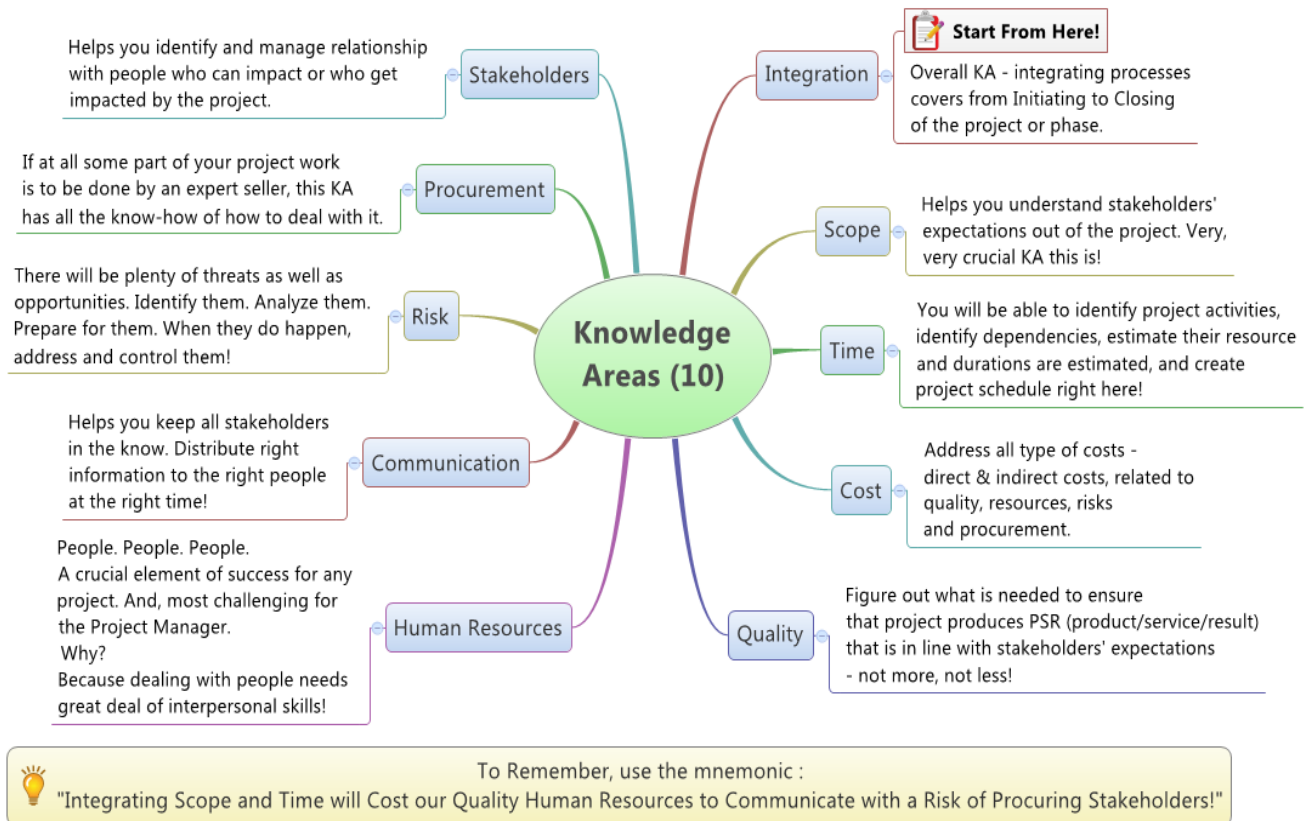


Figure 9 PMI's PMBOK® Guide 10 Knowledge Areas. Reprinted from PM Exam Smartnotes. By S. Shenoy, n.d., Retrieved from <http://www.pmexamsmartnotes.com/project-management-body-of-knowledge/>. Copyright 2016 by PMExamSmartNotes.com

The agency generally does not follow this ordered format of project planning, execution and closure. However, components of this model are integrated into the general operations. The FGP will help bring focus and full clarity to the seven (7) knowledge areas most relevant to the understanding of the project's objectives, namely: integration management, time management, cost management, communications management, risk management, stakeholder management and scope management.

However, for the purpose of this exercise, the ten knowledge areas will be defined comprehensively. *10 (PMBOK) Project Management Knowledge Areas - Let's break it down* by Elizabeth Harrin (updated 2017) gives a clear insight into these knowledge areas:

➤ Project Integration Management

“This is covered first in the PMBOK® Guide, but it’s about bringing together everything you know so that you are managing your project holistically and not in individual process chunks.” (Harrin, 2017). Project Integration Management will be used to develop the project charter that will begin the development of the Project Management Plan and guiding the process towards the Plan.

➤ Project Scope Management

“Scope’ is the way to define what your project will deliver. Scope management is all about making sure that everyone is clear about what the project is for and what it includes. It covers collecting requirements and preparing the work breakdown structure.” (Harrin, 2017). This is essentially the guide to the Project Management Plan and to produce a plan to guarantee that the purpose and objectives of the project are maintained throughout the project duration.

➤ Project Time Management

“Project time management isn’t about being personally more effective. It relates to how you manage the time people are spending on their project tasks, and how long the project takes overall. This knowledge area helps you understand the activities in the project, the sequence of those activities, and how long they are going to take. It’s also where you prepare your project schedule.” (Harrin, 2017). As such, this will aid with the timely realization of the FGP and timely achievement of the agency objectives.

➤ Project Cost Management

“Cost management is, as you’d expect, all about handling the project’s finances. The big activity in this knowledge area is preparing your budget which includes working out how much each task is going to cost and then determining your project’s overall budget forecast” (Harrin, 2017). This area will guide cost control/budget to ensure the project is within the approved budget not to overspend.

➤ Project Quality Management

“Project quality management is quite a small knowledge area, as it only covers three processes. This area is where you’ll learn about and set up the quality control and quality management activities on your project so that you can be confident the result will meet your customers’ expectations.” (Harrin, 2017)

➤ Project Human Resource Management

“Project human resource management relates to how you run your project team. First, you have to understand what resources you need to be able to complete your project, and then you put your team together. After that, it’s all about managing the people on the team including giving them extra skills to do their jobs, if they need it, and learning how to motivate your team.” (Harrin, 2017). Emphasis will only be placed on Plan Human Resource Management (process 9.1, PMI, 2013, 255).

➤ Project Communications Management

“Given that a project manager’s job is often said to be about 80% communication, this is another small knowledge area. The three processes are planning, managing and controlling project communications. It’s here that you’ll write your communications plan for the project and monitor all the incoming and outgoing communications” (Harrin, 2017). Plan Communications Management process will only be used to develop the Communication plan and ensure that the system of communications and the project performance are documented properly

➤ Project Risk Management

“The first step in project risk management is planning your risk management work, and then you quickly move on to identifying risks and understanding how to assess risks on your project” (Harrin, 2017). This knowledge area covers controlling your project risks going forward through the project life cycle and to develop a risk management plan that details the process to be employed on the project in order to manage risk.

➤ Project Procurement Management

“Procurement management isn’t something that you’ll have to do on all projects, but it is common. This knowledge area supports all your procurement and supplier work from planning what you need to buy, to going through the tendering and purchasing process to managing the work of the supplier and closing the contract when the project is finished” (Harrin, 2017).

➤ Project Stakeholder Management

“The final knowledge area is, I think, the most important. This takes you through the journey of identifying stakeholders, understanding their role and needs in the project and ensuring that you can deliver those.” (Harrin, 2017). Stakeholder Management plan (subsidiary plan) will ensure that persons who are impacted by the FGP and the organization understudied are identified, engaged and their needs/roles are catered for in ensuring the project success.

2.3 Other applicable theory/concepts related to the project topic and context

Norman Howe, in his book *Modern Project Management, Successfully Integrating Project Management Knowledge Areas and Processes (2007)*, – highlights “Progress Tracking” as being fundamental to performance evaluation, variance analysis, and productivity measurement. This is essential since the Project Management Plan for the effective monitoring and implementation of the Poverty

Alleviation Programme (PAP), it is anticipated that the progress towards meeting the program's established goals will be improved and further strengthen through monitoring and implementation of the organization. It is critical that progress data (for percent complete calculations) accurately reflect the physical progress on the work package and not some "subjective guess" the work package manager makes. (Howe 2007, p. 67).

3. METHODOLOGICAL FRAMEWORK

3.1 Information sources

Information sources are “where you got your information from” University. Retrieved Jan. 16, 2018 Retrieved from (http://karibouconnections.net/medlibafrica/training_module/pdf/module1.pdf). “That source might then inform a person about something or provide knowledge about it. Information sources are divided into separate distinct categories, primary, secondary, tertiary” (Wong, CJ, 2017).

3.1.1 Primary sources

A primary source is a first-hand report of observations or research results written by the individual(s) who actually conducted the research and made the observations. (Gravetter and Forzano, 2016). Primary sources may include memoirs, archives and manuscript material, photographs, audio recordings, video recordings, films, journals, letters and diaries and published books to name a few.

For the development of the Final Graduation Project, the primary information sources that were used are meeting minutes, records of the organization being understudied, Interviews with stakeholders, documentaries done on PAP, photographs, audio recordings, video recordings and newspapers/online newspapers. Refer to Chart 1, for the specific primary information sources that will be used on the FGP.

3.1.2 Secondary sources

A secondary source is a description or summary of another person’s work. A secondary source is written by someone who did not participate in the research or observations being discussed. (Gravetter and Forzano, 2016)

For the development of the Final Graduation Project, secondary sources such as *Guide to Project Management Body of Knowledge* (Project Management Institute,

2013), library databases, previous research papers, Yearly Evaluation Reports (Social and Economic Reviews) done by Ministries of Finance/Social Services and other journals/reviews. Refer to Chart 1 for the list of secondary sources used for each specific objective.

Chart 1 Information sources (Source: C. Watt-Walsh, The Author)

Objectives	Information sources	
	Primary	Secondary
1. To perform a performance audit of the current situation to determine the baseline data needed for the monitoring and implementation management plan;	Interviews with stakeholders, documentaries done on PAP, photographs, audio recordings, video recordings and newspapers/online newspapers	Previous research papers, Yearly Evaluation Reports (Social and Economic Reviews) done by Ministries of Finance/Social Services PMI database, PMBOK®.
2. To create a project charter to formally authorize the project and provide the project manager with the power to apply project resources to create the project management plan.	Meeting minutes, Interview with Project Manager	PMI database, PMBOK®.
3. To develop the project scope statement to outline how the project's deliverables are achieved and identify the constraints, assumptions and key success factors.	Interviews with stakeholders, Documentaries done on PAP, Photographs, audio recordings, video recordings and newspapers/online newspapers	Research papers, Yearly Evaluation Reports (Social and Economic Reviews) done by Ministries of Finance/Social Services, journals, newsletters, PMI database, PMBOK®.

Objectives	Information sources	
	Primary	Secondary
4. To develop a time management plan to ensure that planning is done within the schedule allocated / time constraints.	Interviews with stakeholders, Documentaries done on PAP, Photographs, audio recordings, video recordings and newspapers/online newspapers	Research papers, Yearly Evaluation Reports (Social and Economic Reviews) done by Ministries of Finance/Social Services, journals, newsletters, PMI database, PMBOK®.
5. To develop a cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose.	Interviews with stakeholders, Documentaries done on PAP, Photographs, audio recordings, video recordings and newspapers/online newspapers	Evaluation Reports (Social and Economic Reviews) done by Ministries of Finance/Social Services, PMI database, PMBOK®.
6. To construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact on project success.	Interviews with stakeholders, Documentaries done on PAP, Photographs, audio recordings, video recordings and newspapers/online newspapers	PMI database, PMBOK®, Evaluation Reports (Social and Economic Reviews) done by Ministries of Finance/Social Services,

Objectives	Information sources	
	Primary	Secondary
7. To develop a Human Resource Management plan with emphasis on the Organisational Chart to ensure that all human resource are managed efficiently and the roles and responsibilities of team members are planned out throughout the project.	Interviews with organizational staff, Documentaries done on PAP, Photographs, audio recordings, video recordings, Resumes	Evaluation Reports (Social and Economic Reviews) done by Ministries of Finance/Social Services, PMI database, PMBOK®
8. To create a communication management plan to allow for timely transfer and management of information to all stakeholders and project performance are adequately monitored and reported.	Interviews with stakeholders, Documentaries done on PAP, Photographs, audio recordings, video recordings and newspapers/online newspapers	Evaluation Reports (Social and Economic Reviews) done by Ministries of Finance/Social Services, PMI database, PMBOK®

3.2 Research methods

According to Redman and Mory (1923), research is a “systematized effort to gain new knowledge”. Therefore, research methods can be defined as the collection of methods that researchers apply systematically to produce scientifically based knowledge about the social world. (Neuman, 2014).

3.2.1 Analytical method

In analytical research, the researcher has to use the already available facts or information, and analyse them to make a critical evaluation of the subject (Kothari 2004). The design for analytical research consists of:

- Formulating the objective
- Data collection methods
- Sample selection
- Collection of data
- Analysis
- Reporting

3.2.2 Quantitative method

Quantitative Research involves the measurement of quantity or amount. (ex: Economic & Statistical methods) (Ifraan, 2012). Examples of quantitative research includes closed questions -questionnaire and surveys (primary data) and statistics (secondary data).

3.2.3 Qualitative method

Qualitative research refers to information that appears in written, visual or audio form, such as transcripts of interviews, newspapers and web sites. (It is possible to analyse qualitative data and display its features numerically) (Ifraan, 2012).

Chart 2 Research methods (Source: C. Watt-Walsh, The Author)

Objectives	Research methods		
	Analytical method	Quantitative Research	Qualitative data
1. To perform a performance audit of the current situation to determine the baseline data needed for the monitoring and implementation management plan;	Researcher will utilize facts or information, from the sources identified in chart 1, objective 1 to make a critical evaluation/ baseline	Analysis of Statistics -(Previous research papers, Yearly Evaluation Reports (Social and Economic Reviews) - secondary data) was applied to this objective	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal experience will be applied to this objective.
2. To create a project charter to formally authorize the project and provide the project manager with the power to apply project resources to create the project management plan.	Researcher will utilize facts or information, from the sources identified in chart 1, objective 2 to make a critical evaluation and create the project management plan.	Analysis of Statistics -(Previous research papers, Yearly Evaluation Reports (Social and Economic Reviews) - secondary data) was applied to this	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal experience will be

Objectives	Research methods		
	Analytical method	Quantitative Research	Qualitative data
		objective	applied to this objective.
3. To develop the project scope statement to outline the project's deliverables are achieved and identify the constraints, assumptions and key success factors.	Researcher will utilize facts or information, from the sources identified in chart 1, objective 3 to make a critical evaluation and develop the project scope statement.	Analysis of Statistics -(Previous research papers, Yearly Evaluation Reports (Social and Economic Reviews) - secondary data) was applied to this objective	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal experience will be applied to this objective.
4. To develop a time management plan to ensure that planning is done within the schedule allocated/ time constraints.	Researcher will utilize facts or information, from the sources identified in chart 1, objective 4 to make a critical evaluation and develop the project time/schedule	Analysis of Statistics -(Previous research papers, Yearly Evaluation Reports (Social and Economic Reviews) - secondary data) was	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal

Objectives	Research methods		
	Analytical method	Quantitative Research	Qualitative data
	management plan.	applied to this objective	experience will be applied to this objective.
5. To develop a cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose.	Researcher will utilize facts or information, from the sources identified in chart 1, objective 5 to make a critical evaluation and develop the project cost management plan.	Analysis of Statistics -(Previous research papers, Yearly Evaluation Reports (Social and Economic Reviews) - secondary data) was applied to this objective	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal experience will be applied to this objective.
6. To construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on	Researcher will utilize facts or information, from the sources identified in chart 1, objective 6 to make a critical evaluation and construct the	Analysis of Statistics -(Previous research papers, Yearly Evaluation Reports (Social and Economic Reviews) -	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual

Objectives	Research methods		
	Analytical method	Quantitative Research	Qualitative data
the analysis of their needs, interests, and likely impact on project success.	project stakeholder management plan.	secondary data) was applied to this objective	materials or personal experience will be applied to this objective.
7. To develop a Human Resource Management plan with emphasis on the Organisational Chart to ensure that all human resource are managed efficiently and the roles and responsibilities of team members are planned out throughout the Project.	Researcher will utilize facts or information, from the sources identified in chart 1, objective 7 to make a critical evaluation and develop the project human resource management plan.	Analysis of Statistics -(Previous research papers, Yearly Evaluation Reports (Social and Economic Reviews) - secondary data) was applied to this objective	The focus is on understanding the behaviour of the employees and the reasons for such behaviour rather than using the sample to predict the personality types of the workforce applied for this objective.
8. To create a communication management plan to allow for timely transfer and	Researcher will utilize facts or information, from the sources identified in chart	Statistics (secondary data) will be analysed	Methods for collecting empirical materials, interview to direct

Objectives	Research methods		
	Analytical method	Quantitative Research	Qualitative data
management of information to all stakeholders and project performance are adequately monitored and reported.	1, objective 8 to make a critical evaluation and develop the project communication management plan.		observation, to the analysis of documents, to the use of visual materials or personal experience will be applied to this objective.

3.3 Tools

According to the PMBOK®, a tool is defined as “something tangible, such as a template or software program, used in performing an activity to produce a product or result.” (Project Management Institute, 2013, p. 565).

Chart 3 Tools (Source: C. Watt-Walsh, the Author)

Objectives	Tools
1. To perform a performance audit of the current situation to determine the baseline data needed for the monitoring and implementation management plan;	Expert judgement, meetings Baseline assessment, interviews, Project Audit & Review Checklist
2. To create a project charter to formally authorize the project and provide the project manager with the power to apply project resources to create the project management plan.	Project Charter template, Project Management Plan template , facilitation techniques
3. To develop the project scope statement to outline the project's deliverables are achieved and identify the constraints, assumptions and key success factors.	Project scope statement, Work Breakdown Structure (WBS), Scope Management Plan template, expert judgement, Interviews, Focus groups

Objectives	Tools
4. To develop a time management plan to ensure that planning is done within the schedule allocated/ time constraints.	Gantt chart, Project Evaluation Review Technique (PERT), Time Management Plan template, Expert judgement, Analytical techniques, Meetings
5. To develop a cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose.	Cost Management Plan, Expert judgement, earned value management tool, Expert judgement, Analytical techniques
6. To construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact on project success.	Stakeholder Management Plan template, Stakeholder Engagement Assessment Matrix, Expert judgment
7. To develop a Human Resource Management plan with emphasis on the Organisational Chart to ensure that all human resource are managed efficiently and the roles and responsibilities of team members are planned out throughout the Project.	Organizational chart/matrix, Human Resource Management Plan template, Recognition and rewards, expert judgement

Objectives	Tools
<p>8. To create a communication management plan to allow for timely transfer and management of information to all stakeholders and project performance are adequately monitored and reported.</p>	<p>Communication Management Plan template, meetings, expert judgement, Information management systems</p>

3.4 Assumptions and constraints

According to the PMBOK® Guide, an assumption is defined as “a factor in the planning process considered to be true, real, or certain, without proof or demonstration” (Project Management Institute, 2016, p. 1). It also defines a constraint as “a limiting factor that affects the execution of a project, program, portfolio, or process” (Project Management Institute, 2016, p. 2). The assumptions and constraints considered on the Final Graduation Project for each specific objective are set out in Chart 4 below.

Chart 4 Assumptions and constraints (Source: C. Watt-Walsh, the Author)

Objectives	Assumptions	Constraints
1. To perform a performance audit of the current situation to determine the baseline data needed for the monitoring and implementation management plan	The manager/management team will support the plan to conduct a baseline study. Documentation is readily available	Time given for the completion of the Final Graduation Project may not be adequate to perform an in-depth analysis.
2. To create a project charter to formally authorize the Project and provide the project manager with the power to apply project resources to create the project management plan.	The charter will be created before all other subsidiary documents.	Sponsor delays time to provide the project manager with the power to apply project resources
3. To develop the project scope statement to outline the project's deliverables are achieved and identify the constraints, assumptions and key success factors.	The project scope will be defined. All the information required for the study will be readily available	Considerable amount of work has to be collated in a short space of time.

Objectives	Assumptions	Constraints
<p>4. To develop a time management plan to ensure that planning is done within the schedule allocated/ time constraints.</p>	<p>An accurate time management plan will be developed and the time allocated for the development of the Project Management Plan is adequate.</p>	<p>Time given for the completion of the Final Graduation Project may not be adequate to perform an in-depth analysis.</p>
<p>5. To develop a cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose.</p>	<p>It is assumed that there is an availability of funding (\$118,000) for development of the Plan for the PAP</p>	<p>The budget for the plan must not be exceeded (\$118,000) .</p>
<p>6. To construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact on project success.</p>	<p>Stakeholders review and provide feedback on the Project Management Plan in a timely manner</p>	<p>Stakeholders may not be cooperative in accepting the FGP's processes/phases. Not all stakeholders may be identified during the short planning period.</p>

Objectives	Assumptions	Constraints
<p>7. To develop a Human Resource (HR) Management plan with emphasis on the Organisational Chart to ensure that all human resource are managed efficiently and the roles and responsibilities of team members are planned out throughout the Project.</p>	<p>Project Manager/ HR will support the practice changes required by the project. Budgetary and other resources including Human resources will be made available to the project and will not impact on timelines Staff will be released to attend training.</p>	<p>HR may not be not available for meetings/trainings due to other commitments to complete plan. Time given for the completion of the Final Graduation Project may not be adequate to perform an in-depth analysis.</p>
<p>8. To create a communication management plan to allow for timely transfer and management of information to all stakeholders and project performance are adequately monitored and reported.</p>	<p>The organization has the technology required to suffice the communication needs of all stakeholders. All line of command and authority will be documented.</p>	<p>Communication methods may not be available. Time given for the completion of the Final Graduation Project may not be adequate to complete an in-depth communication plan.</p>

3.5 Deliverables

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

The main deliverables to be achieved through the feasibility study are in keeping the goals and objectives as well as the scope of the project. These include integration management plan – project charter, time management plan, cost management plan, communications management plan, stakeholder management plan and scope management plan, baseline study and the overall implementation/ monitoring Plan. Chart 5 shows the list of deliverables that will be generated for the various specific objectives.

Chart 5 Deliverables (Source: C. Watt-Walsh, the Author)

Objectives	Deliverables
1. To perform a performance audit of the current situation to determine the baseline data needed for the monitoring and implementation management plan;	Baseline study - is to provide an information base against which to monitor and assess an activity's progress and effectiveness during implementation and after the activity is completed.
2. To create a project charter to formally authorize the Project and provide the project manager with the power to apply project resources to create the project management plan.	Project charter - A document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities

Objectives	Deliverables
3. To develop the project scope statement to outline the project's deliverables are achieved and identify the constraints, assumptions and key success factors.	Scope management plan - A component of the project or program management plan that describes how the scope will be defined, developed, monitored, controlled, and verified
4. To develop a time management plan to ensure that planning is done within the schedule allocated/ time constraints.	Time/schedule management plan - A component of the project management plan that establishes the criteria and the activities for developing, monitoring, and controlling the schedule
5. To develop a cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose.	Cost management plan - A component of a project or program management plan that describes how costs will be planned, structured, and controlled
6. To construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact on project success.	Stakeholder management plan - is a subsidiary plan of the project management plan that defines 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

Objectives	Deliverables
<p>7. To develop a Human Resource Management plan with emphasis on the Organisational Chart to ensure that all human resource are managed efficiently and the roles and responsibilities of team members are planned out throughout the Project.</p>	<p>Human Resource Management plan - A component of the project management plan that describes how the roles and responsibilities, reporting relationships, and staff management will be addressed and structured.</p>
<p>8. To create a communication management plan to allow for timely transfer and management of information to all stakeholders and project performance are adequately monitored and reported.</p>	<p>Communication management plan - A component of the project, program, or portfolio management plan that describes how, when, and by whom information about the project will be administered and disseminated.</p>

4. RESULTS

4.1 Performance Audit

4.1.1 Definition

A performance audit refers to an independent examination of a program, function, operation or the management systems and procedures of a governmental or non-profit entity to assess whether the entity is achieving economy, efficiency and effectiveness in the employment of available resources (Mongolia: Road Sector Development - Asian Development Bank, 2006). Figure 10 summarizes the Performance audit.

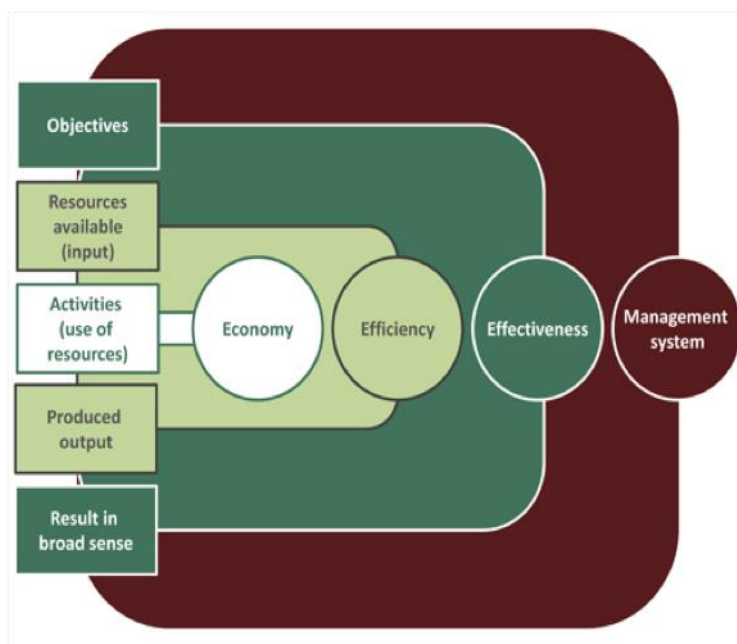


Figure 10: Performance Audit (Mongolia: Road Sector Development - Asian Development Bank, 2006)

Annual performance and financial audits are necessary in keeping with the terms and conditions of receiving further funding from Donors. The audit is an independent and systematic assessment on whether the PAP is carrying out the day-to-day operations of the Projects or using available resources effectively, economically and efficiently and complying with all relevant laws and conditions of

the Funding/Sponsor Agreement. The following International auditing standards were taken into consideration while undertaking the said work:

International Auditing Standards

National and international bodies such as the International Auditing and Assurance Standards Board (IAASB), Caribbean Organization of Supreme Audit Institutions (CAROSAI) and International Organization of Supreme Audit Institutions (INTOSAI) have set out various professional standards and best practice guidelines for public sector entities such as the International Standards of Auditing (ISAs) and International Standards of Supreme Audit Institutions (ISSAI). These standards and guidelines are applicable to both financial and performance audits of government agencies. According to 1.0.40 of the standards endorsed by INTOSAI, a performance audit is concerned with the audit of economy, efficiency and effectiveness and embraces:

- (a) audit of the *economy* of administrative activities in accordance with sound administrative principles and practices, and management policies;
- (b) audit of the *efficiency* of utilization of human, financial and other resources, including examination of information systems, performance measures and monitoring arrangements, and procedures followed by audited entities for remedying identified deficiencies, and
- (c) audit of the *effectiveness* of performance in relation to achievement of the objectives of the audited entity, and audit of the actual impact of activities compared with the intended impact.

These standards/guidelines are expected are to be applied when carrying out the various audits of the Poverty Alleviation Programme.

4.1.2 Scope of Work

The specific objectives of the audit was to:

- (a) Gain understanding of the nature and profile of the PAP with respect to the:
 - (i) purpose and goals;
 - (ii) size and composition of the sub-project portfolio in terms of country allocation, total value and number of sub-projects, and number of beneficiaries;
 - (iii) strategic objectives and plans;
 - (iv) internal control structures, procedures, processes and systems including PAP operations manual (if any); and

- (b) Assess whether the project cycle process (application to appraisal to approval to implementation to handover to Sponsors) provides reasonable assurance that sub-projects are consistent with the objectives of the projects, are approved in a transparent manner and that funding is used for intended purposes.

- (c) Assess whether the necessary human resource management and communication practices are in place and effective in ensuring that sufficient resources are available to meet the requirements of the Projects in a cost-effective manner and that the required skill set are in place, at the right time, to meet the implementation agency's (IA's) existing and future requirements.

- (d) Assess IA's (i) performance measurement and reporting processes; and (ii) knowledge management/documentation and information systems to determine whether they are being carried out effectively and efficiently to assist it in achieving its mandate and reporting on results.

4.1.3 Methodology

The assignment began with a one-day briefing session with the staff of Poverty Alleviation Programme (PAP) about the Research paper and the intention of the objectives. Review of the literature and key documents including the Growth and Social Protection Strategy (GSPS) 2012-2014, the Country Poverty Assessments (CPAs) carried out in 2003 and 2010, the Government's Adaptation Strategy, National Poverty Reduction Strategy were done.

Key Approach Activities:

(i) Data Collection – Primary Sources

Information was solicited from a range of stakeholders through interviews and mini focus group discussions; documentaries done on PAP, photographs, audio recordings, video recordings and newspapers/online newspapers. In this participatory process, data gathered were utilized in the preparation of the document. Face to face and online communication with key stakeholders. Initial discussions with the PAP management helped to establish the scope and focus of the data gathering and interviews.

(ii) Data Collection – Secondary Sources - A wide range of secondary information sources. The scope of the documentation reviewed included:

Policy papers, Programme and project documentation and databases, Documentation relating to the PAP assessments and evaluations. Findings and conclusions of other monitoring and assessment exercises and of supporting studies and impact analyses, Scholarly literature, relating especially to global poverty trends and strategies for poverty reduction. Previous research papers, Yearly Evaluation Reports (Social and Economic Reviews) done by Ministries of Finance/Social Services and PMI database, PMBOK®.

As illustrated in appendix 4, the Project Audit & Review Checklist was the main tool used to perform the audit. The tool was a close-ended questionnaire/checklist however open ended-questions were asked of respondents and were probed where necessary for further details in small group discussions with staff and stakeholders. The audit also promoted greater public accountability and facilitated greater data-sharing among stakeholders.

Chart 6 below summarises the finding and recommendations of the audit of the PAP and gaps in its operative system.

Chart 6 Summarized Performance Findings and Recommendations
(Source: C. Watt-Walsh, the Author)

Performance Findings	Audit	Performance Audit Recommendations
<p>strengths and weaknesses of the PAP's management system and management plan</p>		<p>The PAP receives significant oversight and guidance from the in-country office, which is under strong leadership, in the person of the chairperson, who is also the Permanent Secretary of the parent ministry of the PAP. However, PAP funding from local sources have been constrained by a difficult economic climate and the effects of the devastation of Hurricane Maria.</p> <p>Importantly, the majority of sub-project proposals that are submitted for consideration to PAP-Dominica derive from community-based organizations. The project stakeholders engage in ongoing collaboration to address pressing socio-economic needs at the community level.</p> <p>Assessment findings indicate a general preparedness of the PAP to implement as well as significant levels of competence in key areas.</p> <p>There is need, however, for urgent attention to one major priority area: to build the capacity of the implementing agency to proceed to subsequent steps in the PAP project cycle. That is, the technical support for sub-project design and implementation: it has presented itself as a capable unit with sufficient capacity required to support efficient project implementation. There is critical need, however, to fill the gap in technical expertise needed for accurate costing of infrastructural projects. Failure to address this deficiency impacts negatively on sub-project implementation, as it is highly conceivable that instances of under-costing would likely require a reduction in scopes of work. This situation would, by extension, affect the level of potential benefits that communities may derive from sub-project implementation.</p>
Performance Findings	Audit	Performance Audit Recommendations
<p>Strengths and weaknesses of methods used to implement relevant activities or processes</p>		<p>PAP-Dominica exhibits a working environment and general level of competence that is conducive for the implementation of the PAP. Consultations with stakeholders have underscored a commitment of the PAP office to support improved livelihoods of persons residing in impoverished communities across the country. Therefore, the methodology utilized but be participatory and 3's – time, cost and scope must be considerably taken into consideration.</p>

<p>Constraints that may have affected the PAP's ability to achieve objectives related to the activities being audited</p>	<p>OE mechanisms in place to ensure selection of projects. Productive relationship between the IA and its stakeholders to facilitate implementation of the projects according to required levels of quality and accountability. Adequate number of Project Officers to carry out the required consultation and analysis of project. Project Officers versed in gender mainstreaming, monitoring for results, participatory approaches support stakeholder engagement. Hurricane Maria (Category 5) delayed project activities.</p>
<p>Monitoring System</p>	<p>PAP should introduce a results-based approach into its programme management. The framework for planning and monitoring results should be simple and appropriate for the types of interventions that are being implemented by the Programme.</p> <p>It should be complemented by an evaluation cycle that helps to track cumulative effects and lessons learned in certain areas. Capacity to develop a progress reporting schedule for outcomes (immediate/intermediate) which means data needs to be collected prior to the intervention, on completion of the intervention and at periodic intervals during the defects liability period if that is the period during which outcomes are being tracked.</p>
<p>Performance Audit Findings</p>	<p>Performance Audit Recommendations</p>
<p>Determination of the extent to which the activities and processes reviewed have achieved the objectives, performance levels and service standards defined by the PAP and expected by its stakeholders</p>	<p>PAP must exercise due diligence to ensure that proper documentation on the procurement, selection, impact evaluations etc., are submitted on time. The project provides adequate and timely information to the IA to inform the establishment and implementation of projects.</p>

4.2 Project Charter - Integration Management

In developing the Project Management Plan for the Poverty Alleviation Programme (PAP), a Project Charter was the first process in the Project Integration Management knowledge area. Project Integration Management encompasses processes and activities required to ensure that many process of the project are properly synchronised.

This was accomplished using interviews, meeting minutes, Project Charter template, facilitation techniques and the *PMBOK® Guide* as sources. These were then used as the decision-making drivers together with the application of the analytical research methodology.

A template from the PMI database was used as a tool to develop the Project Charter that formally authorized the project and provided the Project Manager with the authority to apply organizational resources to the project to produce the Project Management Plan.

The Project Charter consisted of the project's purpose, objectives, description, high level risks, stakeholder list, high-level requirements, assumptions and constraints, identification of deliverables, a summary milestone schedule, overall project budget, criteria necessary for project approval, the identification of the project manager, and the Sponsor's authorization. (Project Management Institute, 2013, p.72). According to *PMBOK® Guide*, to develop the Project Charter the following inputs, and tools and techniques were required.



Figure 11 Develop Project Charter: Inputs, Tools & Techniques, and Outputs, (Project Management Institute, 2013)

Chart 7 Project Charter (Source: C. Watt-Walsh, the Author)

**Project Management Plan for the Monitoring and
Implementation of the Poverty Alleviation
Programme (PAP) in Dominica**

Project Charter

Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica

Project Charter

Date	Project Name:
February 19, 2018	Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica
	Application Area (Sector / Activity)
	Project Implementation (Social/Poverty Alleviation)
Start date	Finish date
February 19, 2018	August 24, 2018
Project Objectives (general and specific)	
<p>General Objective: To develop a Project Management Plan for the Poverty Alleviation Programme (PAP) in Dominica in order to improve project performance through the implementation of a monitoring and implementation system by quarter 2 (q. 2) 2018.</p> <p>Specific Objectives:</p> <ol style="list-style-type: none"> 1. To perform a performance audit of the current situation to determine the baseline data needed for the monitoring and implementation management plan; 2. To create a project charter to formally authorize the project and provide the project manager with the power to apply project resources to create the project management plan. 3. To develop the project scope statement to outline the project's deliverables are achieved and identify the constraints, assumptions and key success factors. 4. To develop a time management plan to ensure that planning is done within the schedule allocated / time constraints. 5. To develop a cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose. 6. To construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact on project success. 7. To develop a Human Resource Management plan with emphasis on the Organisational Chart to ensure that all human resource are managed efficiently and the roles and responsibilities of team members are planned out throughout the Project. 8. To create a communication management plan to allow for timely transfer and management of information to all stakeholders and project performance are adequately monitored and reported. 	

Project purpose or justification (merit and expected results)

PAP has responded to poverty, particularly in rural and inner urban areas, through investments in community infrastructure and related services in sanitation, access roads and drainage and education initiatives. PAP implemented projects have generated a visible impact in terms of social and economic benefits to communities throughout the state.

While it is still considered important, recent evaluations reports and sector assessments have concluded that impoverished communities are still underserved. Ineffective management of the organisation and project funds have affected the overall pace of disbursement of funds to those who are in dire need of it. Several factors such as pace and quality of Project Implementation, donor/Sponsor coordination, coordination arrangements and their functioning, time frames, institutional performance, availability/adequacy of budget, staff, equipment and hired consultants have all affected the performance of the sole funded agency.

At the end of this project “ To develop a Project Management Plan for the effective Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica,” it is anticipated that the progress towards meeting the Program’s established goals will be improved and further strengthen the monitoring and implementation of the organisation and the growing demands for transparency and accountability at the PAP. In simpler terms, the Project Manager will know what to do in order to deliver and achieve the overall goals of the institution.

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

Project Deliverables: Overall deliverable is the development of a Project Management Plan to revamp the institutional and coordination activities of PAP.

The following subsidiary plans will capture the following information:

- integration management plan – project charter
- time management,
- cost management,
- communications
- human resource
- stakeholder management and
- scope management
 - Lessons Learned Report
- Implementation/ monitoring Plan

Assumptions

- It is assumed that there is an availability of funding (\$118,000) for development of the Plan for the PAP.
- It is assumed the manger/management team will support the plan and adapt the recommendations made
- Stakeholders review and provide feedback on the Project Management Plan on a timely manner
- It is assumed that hurricane will not affect the timeline of the project.

Constraints		
<ul style="list-style-type: none"> ○ Time given for the completion of the Project may not be adequate ○ Key controls in policy (e.g., documented standards and limits, appointment of risk facilitator/point person) ○ Key controls in procedures and management infrastructure (e.g., OE oversight and accountability for the risk assessment process, audit committees, business performance goals) 		
Preliminary risks		
<p>The assessment and management of risk must be integrated into the PAP Country Project as a business practice. It is an important requirement to identify risks that could impact PAP's objectives and the way in which grant funds are used.</p> <p><i>Internal risks</i></p> <ul style="list-style-type: none"> ○ Consultant or contractor may cause delays to the implementation of projects ○ Inaccurate contract time estimates and inadequate design may delay projects ○ Political interference may affect the fair and proper selection of projects ○ Hurricanes/ natural disasters may affect the time frame and cost of projects. <p>The following risk response practices and strategies should also be considered:</p> <ul style="list-style-type: none"> ○ Lack of funding may delay the project, impacting project quality, cost and time. ○ PAP may not be receptive in granting confidential information to the Final Graduation Project which may cause delays impacting time 		
Budget		
No.	Activity	Estimated Cost
1	Project Planning to include Case study/Baseline Date	40,000
2	Design, Development	60,000
3	Monitoring and Evaluation	10,000
4	Transition and Closeout	8,000
	TOTAL	118,000
Milestones and dates		

Milestones	Start date	End date
integration management plan – project charter	February , 2018	August, 2018
time management		
cost management	April, 2018	August, 2018
communications management,	July, 2018	July, 2018
risk management,		
stakeholder management	July, 2018	August, 2018
scope management	JULY , 2018	August 2018

Lessons Learned Report Implementation/ monitoring Plan	July, 2018	August, 2018
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Relevant historical information

Poverty Alleviation Programme (PAP) is a locally instituted program managed by the Government. It began as the Basic Human Needs/Employment Sector Project in 1979. It was an initiative of the Government with assistance from the United States Agency for International Development (USAID). Majority of its funding is from donor agencies/ Sponsors through grant funding. The programme targeted the improvement of living conditions in rural communities, which have become trapped in poverty. It allows beneficiaries to actively participate in the development process and provides the means for direct delivery of basic public services to impoverished communities. PAP funds are available to impoverished rural communities. Agencies and groups who work within such communities may seek to source funds for viable, poverty reduction projects. Agencies/groups include:

- Local Government Authority (Village Councils)
- Community Based Organisations, e.g., youth groups
- Non-government Organisations (NGOs)
- Government Agencies

Limited guidance offered on 'how to' implement the system including development of relevant outcome indicators, design data collection tools, collect data (baseline and periodic) and compile reports has continuously affected the institution. Effective system implementation therefore requires the capacity to develop a progress reporting schedule for outcomes (immediate/intermediate) which means data needs to be collected prior to the intervention, on completion of the intervention and at periodic intervals during the defects liability period if that is the period during which outcomes are being tracked.

Stakeholders

Direct stakeholders: Sponsor, Funding Agencies, Board of Directors/Oversight Entity, Beneficiaries

Indirect stakeholders: Project Manager, Consultants, Contractors, Non-Governmental Organisations (NGO's), Implementing Agency support staff

Project Manager: Carla Watt-Walsh

Signature:

Carla Walsh

Authorized by:

Signature:

4.3. Project Scope Statement

The preparation of a detailed project scope statement is critical to project success and builds upon the major deliverables, assumptions, and constraints that are documented during project initiation. During project planning, the project scope is defined and described with greater specificity as more information about the project is known. Existing risks, assumptions, and constraints are analysed for completeness and added or updated as necessary (PM BOK 5th edition, pg. 121). The well-written scope statement clearly defines the boundaries of a project.

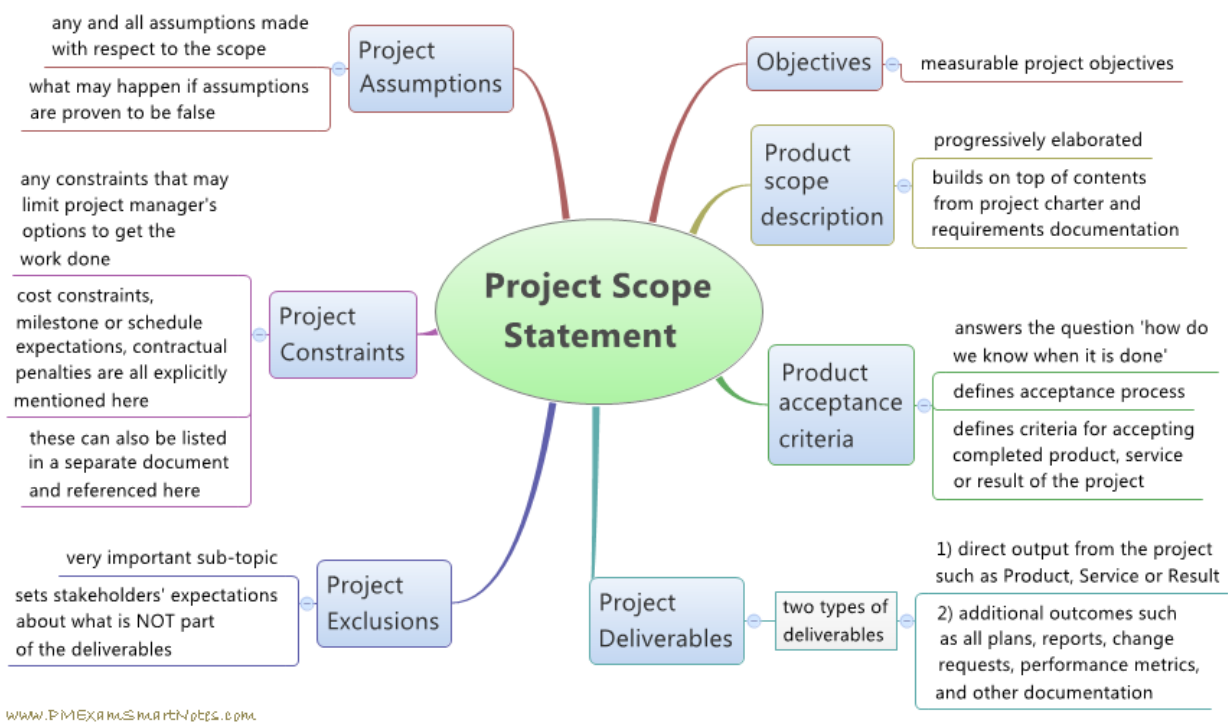


Figure 12. Project Scope Statement Reprinted from PM Exam Smartnotes. By S. Shenoy, n.d., Retrieved from <http://www.pmexamsmartnotes.com/project-management-body-of-knowledge/>. Copyright 2016 by PMExamSmartNotes.com

Expert judgment is often used to analyse the information needed to develop the project scope statement. For the purpose of the project, information was collected from interviews with stakeholders, documentaries done on PAP, audio recordings, video recordings, Research papers, -Yearly Evaluation Reports (Social and Economic Reviews) done by Ministries of Finance/Social Services to name a few

all conducted by experts. The project's scope has a direct impact on the other two elements of the project's constraints – time and resources.

The Project Scope Statement for the PAP project is illustrated in Chart 8.

Chart 8 Project Scope Statement (Source: C. Watt-Walsh, the Author)

<p>Project Name: PROJECT MANAGEMENT PLAN FOR THE MONITORING AND IMPLEMENTATION OF THE POVERTY ALLEVIATION PROGRAMME (PAP) IN DOMINICA</p>	
<p>Prepared by: Carla S. Watt-Walsh</p> <p>Date: April 23, 2018</p>	
<p>Project Scope Description</p>	<p>The Project Management plan seeks to establish a strategy for the execution, monitoring, implementation and systematic reporting of project performance on all components. It will:</p> <ul style="list-style-type: none"> • determine the extent to which projects funded by PAP are meeting their objectives and leading to their desired effect • build greater transparency, efficiency and accountability in terms of use of project resources – time, cost and quality • Influence project success • Suggest solutions to problems that may arise • Assess whether the project implemented have the impact they

Project Scope Description	<p>were intended to have</p> <ul style="list-style-type: none"> • Develop a plan to do so
Project Deliverables	<p>Overall deliverable is the development of a Project management Plan to revamp the institutional and coordination activities of PAP.</p> <p>The following subsidiary plans will capture the following information:</p> <ul style="list-style-type: none"> ○ integration management plan – project charter ○ time management, ○ cost management, ○ communications management, ○ risk management, ○ stakeholder management and ○ scope management ○ Lessons Learned Report • Implementation/ monitoring Plan
User acceptance Criteria	<p>The acceptance criteria for the implementation plan will be based on a thorough and accurate crosscheck of actual vs planned project deliverables. All acceptance criteria must be met in order to achieve success of the project. Therefore, meeting all the deliverables and milestones within scheduled time, scope and cost as per the project requirements is also a critical acceptance criteria.</p>
Project exclusion	<p>Excluded from this is a complete log frame and results-based management plan.</p>
Constraints	<ul style="list-style-type: none"> ○ Time given for the completion of the Project may not be adequate ○ The project scope can potentially change during the project lifecycle.

	Uncertainties and unknown threats may arrive.
Assumptions	<ul style="list-style-type: none"> ○ It is assumed that there is an availability of funding (\$118,000) - for development of the Plan for the PAP. ○ It is assumed that the project will receive full backing from its Sponsor throughout its duration. ○ It is assumed that stakeholders will be willing participants in the project. ○ It is assumed that all the resources needed will be available. <p>It is assumed that the project will be completed on time.</p>

The following methodology was utilised to develop and sustain the Monitoring and Implementation plan of Poverty Alleviation Programme.



Figure 13. Ten Steps to Designing, Building and Sustaining a Results Based Monitoring and Evaluation System. A handbook to a Results Based Monitoring and Evaluation System. By Jody Zall Kusek and Ray C. Rist (World Bank, 2004)

Step 1 the readiness/baseline assessment is, in essence, the foundation of the M&E system. Just as a building must begin with a foundation, constructing an M&E system must begin with the foundation of a readiness assessment. Without an understanding of the foundation, moving forward may be fraught with difficulties and, ultimately, failure. Throughout, the model highlights the participatory, and partnership processes involved in building and sustaining M&E systems, that is, the need for key internal and external stakeholders to be consulted and engaged in setting outcomes, indicators, targets, and so forth.

Step 2 of the model involves choosing outcomes to monitor and evaluate. Outcomes show the road ahead i.e. outcomes represent the changes in behaviour, attitudes or development conditions necessary to move from completion of outputs through to impact.

Step 3 involves setting key performance indicators to monitor progress with respect to inputs, activities, outputs, outcomes, and impacts. Indicators can provide continuous feedback and a wealth of performance information. There are various guidelines for choosing indicators that can aid in the process. Ultimately, constructing good indicators will be an iterative process.

Step 4 of the model relates to establishing performance baselines— qualitative or quantitative—that can be used at the beginning of the monitoring period. The performance baselines establish a starting point from which to later monitor and evaluate results.

Step 5 builds on the previous steps and involves the selection of results targets, that is, interim steps on the way to a longer-term outcome. Targets can be selected by examining baseline indicator levels and desired levels of improvement.

Step 6 of the model, Monitoring for results, includes both implementation and results monitoring. Monitoring for results entails collecting quality performance data, for which guidelines are given.

Step 7 deals with the uses, types, and timing of evaluation. However due to the timeframe of the project, an evaluation system will be limited.

Step 8, Reporting findings, looks at ways of analysing and reporting data to help decision makers make the necessary improvements in projects, policies, and programs.

Step 9, using findings, is also important in generating and sharing knowledge and learning within governments and organizations.

Step 10 covers the challenges in sustaining results-based M&E systems including demand, clear roles and responsibilities, trustworthy and credible information, accountability, capacity, and appropriate incentives. The 10-step system can be used for projects, programs, and policies. Though visually it appears as a linear process, in reality it is not. One will inevitably move back and forth along the steps.

Figure 14 illustrates the Work breakdown structure for developing the Work Breakdown structure (wbs) and incorporating with in the Poverty alleviation Programme.

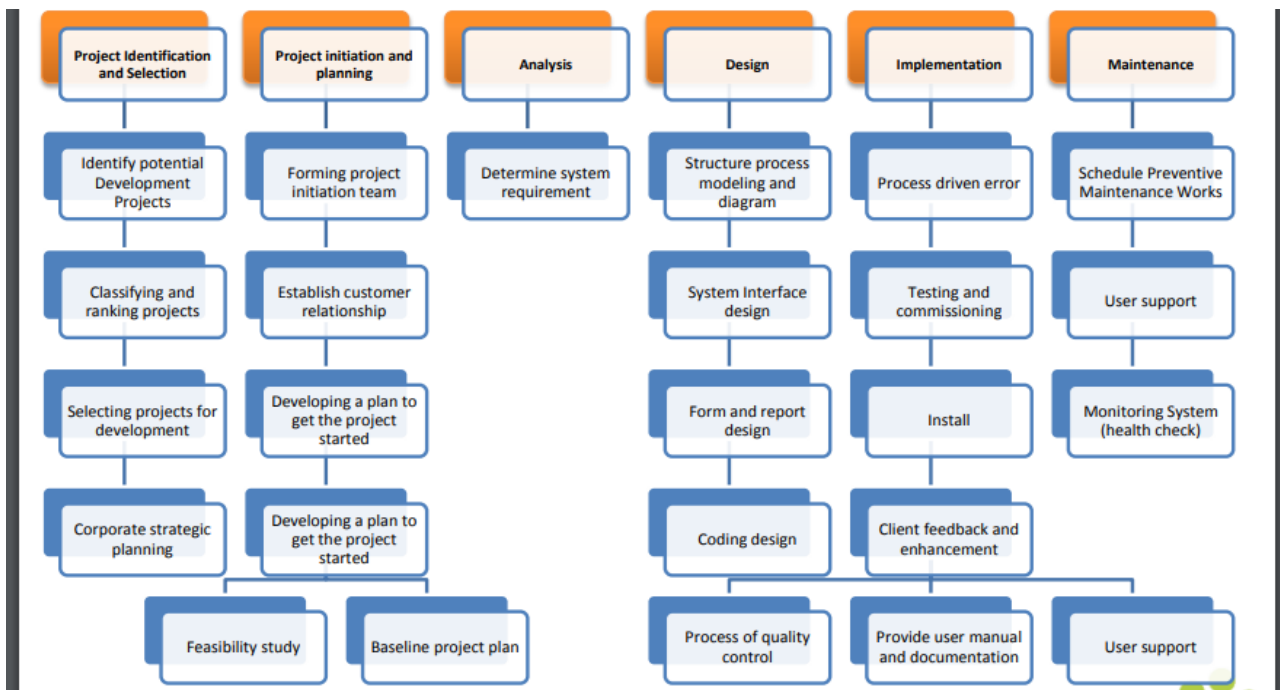


Figure 14 Work breakdown structure of the Poverty Alleviation Programme (PAP) in Dominica – Implementation of a Results Based Monitoring System. Adapted University Technology Mara, India Retrieved May 6, 2018

4.4 Project Time Management

Project time management involves the processes required to manage the timely completion of the project. Schedules are a central part of any project as they provide the project team, Sponsor, and stakeholders with a clear understanding of the project's status at any given time throughout the project lifecycle. The purpose of this plan is to define the approach that the project team will employ in creating a project schedule that will withstand throughout the lifecycle of the project.

The Time Management Plan was the component of the project roadmap that explains how the Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) project activities were planned and coordinated. In planning this project schedule, activities were established, managed, monitored and controlled within the preapproved three (3) month project timeline.

The five (5) schedule planning processes and the lone control process were planned during the three (3) month project timeline, as follows:

- Plan schedule management – involves establishing policies, procedures and documentation for planning, developing, managing and executing the project schedule (PMBOK guide Fifth Edition, 2013). Due to time limitation, the project management schedule will be the focal part of the document.
- Define activities – defining the specific activities that need to be performed in order to complete the project is critical to its success. The activities are defined based on the schedule developed in the WBS.
- Sequence activities – this process is used to determine the order that each of the activities needs to be completed in. At this stage, the relationships between activities are identified and documented.
- Estimate activity resources – in this process, the type and quantities of material, people, equipment, and/or supplies required to perform each activity are estimated.
- Estimate activity duration - process to estimate how long it will take to complete each activity.
- Develop schedule – following the estimation of activity duration, the schedule is developed listing start and finish dates for each activity.
- Control schedule – the process of monitoring the status of project activities to manage changes to the project baseline and update project progress.

The tools and techniques used were expert judgement, analytical techniques, and meetings in order to create the Schedule Management Plan in Chart 9 below. A Schedule Management Plan template was derived for this purpose (Project Management Institute, 2013, p. 143).

SCHEDULE MANAGEMENT PLAN PROJECT

POVERTY ALLEVIATION PROGRAMME (PRAP)

ROSEAU, COMMONWEALTH OF DOMINICA

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SCHEDULE MANAGEMENT APPROACH

SCHEDULE CONTROL

INTRODUCTION

The purpose of the schedule management plan is to establish the criteria and the activities for developing, monitoring and controlling the project schedule. The project schedule is the guide for how the project will be completed and finished. The schedule is a critical part of this project because it provides the project team and Sponsor with a visual picture of the project's standing at any given time.

It is used to describe the method the project team will use in creating the project schedule. This plan also comprises how the team will review the project schedule and manages changes after the standard schedule has been approved. This includes identifying, analysing, documenting, prioritizing, approving or rejecting, and publishing all schedule related changes.

When this plan is approved, no schedule changes will be permitted unless a request for change is processed in accordance with the procedures set forth in the change management plan.

SCHEDULE MANAGEMENT APPROACH

The Project Manager will assume overall responsibility for schedule management. Project activities will be defined and scheduled to allow for the timely realization of project objectives during the preapproved timeline. Once created, the schedule will include activity tracking and schedule progress reporting template. The project will then be monitored and changes controlled once the schedule baseline is established.

The Schedule Management Plan identifies the process and procedures used to manage the schedule during the course of the how the Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) project. In addition to defining the schedule development approach, the plan defines who is responsible for tracking and reporting schedule progress, how

schedule updates are received and incorporated, how variances and changes will be addressed, and how to baseline the schedule. The plan briefly describes the project's schedule management tool.

The people listed below will assume the following schedule management responsibilities:

Chart 9: Roles and Responsibilities of Project Management Team
(Source: C. Watt-Walsh, the Author)

Names / Roles	Responsibilities
Project Manager	The Project Manager will oversee, provide input to the schedule (via the change control process) and review schedule status reports provided by the Project Scheduler. The Project Manager will also evaluate time-risk recommendations from the Project Scheduler to avoid schedule issues.
Project Sponsor	The Project Sponsor will review and approve the final baseline schedule and only significant changes through the schedule change control process.
Project Team Lead	The Lead will approve the project's Schedule Management Plan, baseline schedule, and any significant changes through the schedule change control process. The Project Director is ultimately responsible for the schedule and to complete the project according to the schedule. Also, within the monitoring system, the team lead will serve as local the Monitoring and implementation Coordinator. Guide implementation of the system, and determine information needs of stakeholders and guide the process for identifying relevant indicators.

The Project Manager and project team are responsible for completing the tasks defined in the schedule for the Project Management Plan as displayed in Figure 15.

Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica													
ACTIVITY	PLAN START	PLAN DURATION	ACTUAL START	ACTUAL DURATION	PERIODS								
					1	2	3	4	5	6	7	8	
					January '18	February '18	March '18	April '18	May '18	June '18	July '18	August '18	
1 Readiness Assessment	1	2	1	2	█	█							
2 Agreeing on Outcomes to Monitor and Evaluate	2	2	2	2		█	█						
3 Selecting key Indicators to Monitor Outcomes	2	2	2	2		█	█						
4 Establish performance baseline Data	1	3	1	3	█	█	█						
5 Selection of results targets	3	2	3	2			█	█					
6 Monitoring for Results	3	3	3	3			█	█	█				
7 Role of Evaluation	3	3	3	3			█	█	█				
8 Reporting Findings	6	1	6	1						█			
9 Using Findings	7	1	7	1							█		
10 Sustaining the Monitoring and Implementation System within the PAP	8	1	8	1								█	
11 Lessons Learnt report/Implementation/monitoring Plan	8	1	8	1									█
12 Project Closure	8	1	8	1									█

Figure 15: Timeline/schedule for the Implementation of the Project management plan (Source: C. Watt-Walsh, The Author)

SCHEDULING CONTROL

The PMBOK guide notes the benefits of the control schedule process as means to recognize deviation from the plan and take recommended corrective or preventative measures (PMBOK guide Fifth Edition, 2013). It further ensures that the project remains on course and is completed in the allotted time.

Schedule management and control begins when the project schedule is first baselined. This initial baseline memorializes the project’s scope and sets the expectation for how and when the scope will materialize. Any proposed change to that scope will drive a schedule change management process. At this point, changes happen only if there is a change in requirements.

The Project Manager is responsible for holding weekly meetings with project team members to review the schedule to determine if there are any variances to the schedule and its impact. Any variances or changes to the schedule must go through formal change control procedures and be approved by the project Sponsor before it can be re-baselined. Figure 16 illustrates the schedule management and control processes utilised.

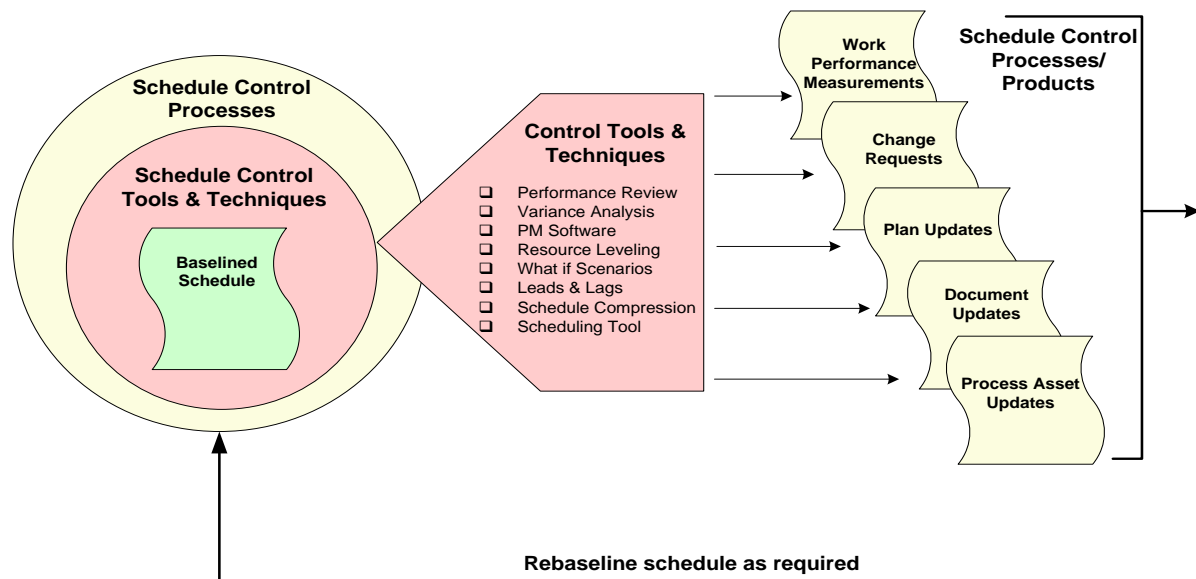


Figure 16 depicts a high-level representation of the schedule management and control process used by the Poverty Alleviation Programme (PAP) project. Health and Human Services Agency, Office of Systems Integration (2008)

4.5 Project Cost Management

Cost management Plan clearly defines how the costs on a project will be managed throughout the project's lifecycle. It sets the format and standards by which the project costs are measured, reported and controlled. The Cost Management Plan simply identifies who is responsible for managing costs, identifies who has the authority to approve changes to the project or its budget, how cost performance is quantitatively measured and reported upon and finally report formats, frequency and to whom they are presented.

Once the project is accomplished, planned costs vs. actual costs are compared to decide if the project was within budget and to provide a yardstick for upcoming cost management plans and project budgets. This process includes activities such as planning cost, estimating, determining a budget, and controlling costs so that the project can be completed within the approved budget. Below gives a brief on the four processes.

- Plan cost management – the process that establishes the policies, procedures and documentation for managing and controlling project costs (PMBOK guide Fifth Edition, 2013).
- Estimate costs – process used to determine the amount of monetary resources needed to complete project activities.
- Determine budget - the budget provides an overview of the total costs of the project. The cost estimates defined here is based on the cost of each work package or activity. The budget allocates the costs for the project over the time period that the cost will be incurred, which assists in the creation of a cost baseline; an approved time-phased budget used to measure actual performance progress against planned.
- Control costs - cost control is concerned with monitoring variances from the cost baseline and taking effective corrective action to achieve minimum risks.

The tools and techniques used to develop the Cost Management Plan were expert judgement, analytical techniques, and meetings. Following this process, documents such as the Project Charter, Scope Management Plan, and Schedule Management Plan were updated in accordance with the PMBOK® Guide.

**COST MANAGEMENT PLAN FOR THE MONITORING AND
IMPLEMENTATION OF THE POVERTY ALLEVIATION
PROGRAMME (PAP) IN DOMINICA**

Roseau
Commonwealth of Dominica

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Cost Variance Response Process

Cost Change Control Process

Project Budget

Introduction

The Project Manager will be responsible for managing and reporting on the project's cost throughout the duration of the project. The Project Manager will provide a weekly financial status report by E-mail to the Project Sponsor. During the bi-monthly project progress meeting, the Project Manager and team will meet with Project Sponsors to present and review the project's cost performance for the preceding month. Performance will be measured using earned value management or metrics. The Project Manager is responsible for accounting for cost deviations and presenting the Project Sponsor with options for getting the project back on budget. The Project Sponsor has the authority to make changes to the project to bring it back within budget.

Cost Management Approach

Project costs get tracked and reported using Control Accounts (CAs). From a cost perspective, a control account is a management control point wherein the costs of all sub-tasks are rolled up or summarized for performance measurement. Control accounts are placed at selected management points in the WBS. (PMBOK, 4th Ed. Pg. 121). Control Accounts (CA) will be created at this level to track costs. Earned Value calculations for the CAs will measure and manage the financial performance of the project. Credit for work will be assigned at the work package level. The percentage (%) of credit granted to each work package will be calculated based on the amount of work completed at a point in time compared to the total costs required to complete the work package. Costs may be rounded to the nearest dollar and work hours rounded to the nearest whole hour.

Cost variances of +/- 0.1 in the cost and schedule performance indexes will change the status of the cost to cautionary; as such, those values will be changed to yellow in the project status reports. Cost variances of +/- 0.2 in the cost and schedule performance indexes will change the status of the cost to an alert stage; as such, those values will be highlighted in red in the project status reports. This will require

corrective action from the Project Manager in order to bring the cost and/or schedule performance indexes below the alert level. Corrective actions will require a project change order and must be approved by the Project Sponsor before it can be included within the scope of the project.

Measuring Project Costs

Performance of the project will be measured using Earned Value Management. The following four Earned Value metrics will be used to measure the project's cost performance: 1. Schedule Variance (SV) 2. Cost Variance (CV) 3. Schedule Performance Index (SPI) 4. Cost Performance Index (CPI)

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

Chart 10 Performance Measure

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

Reporting Format

Reporting for cost management will be included in the bi-monthly project progress report. The Monthly Project Status Report will include a section labelled, "Cost Management". This section will contain the Earned Value Metrics identified in the

previous section. All cost variances outside of the thresholds identified in this Cost Management Plan will be reported on including any corrective actions which are planned. Change orders which are triggered based upon project cost overruns will be identified and tracked in this report.

Cost Variance Response Process

The Control Threshold for this project is a CPI or SPI of less than 0.90 or greater than 1.2. If the project reaches one of these Control Thresholds, a Cost Variance Corrective Action Plan is required. The Project Manager will present the Project Sponsor with options for corrective actions within five business days from when the cost variance is first reported. Within three business days from when the Project Sponsor selects a corrective action option, the Project Manager will present the Project Sponsor with a formal Cost Variance Corrective Action Plan. The Cost Variance Corrective Action Plan will detail the actions necessary to bring the project back within budget and the means by which the effectiveness of the actions in the plan will be measured. Once the Cost Variance Corrective Action Plan is accepted, it will become a part of the project plan and the project will be updated to reflect the corrective actions.

Cost Change Control Process

The cost change control process will follow the established project change order process. Approvals for project budget/cost changes must be approved by the project Sponsor.

Project Budget

The budget for this project is detailed below:

No.	ITEM	PROJECT COST
1	Project Planning to include Case study/Baseline Date	40,000
2	Design, Development	60,000
3	Monitoring and Evaluation	10,000
4	Transition and Closeout	8,000
	TOTAL	118,000

SPONSOR ACCEPTANCE

Approved by:

Date: _____

Representative of Poverty Alleviation Programme (PAP) Client

Figure 17 Cost Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica. Adapted from Project Management Docs. Retrieved May 1, 2018 from <http://www.projectmanagementdocs.com/template/Cost-Management-Plan.doc>

4.6 Project Stakeholder Management Plan

According to the PMBOK Guide, Project Stakeholder Management includes “the processes required to identify the people, groups or organizations that could impact or be impacted by the project, to analyze their expectations, impact on the project and to develop the appropriate management strategies for effectively engaging them in decisions and execution of project tasks” (PMBOK guide Fifth Edition, 2013).

The monitoring and implementation system must be able to produce results information that brings both good and bad news. Performance information should be transparent and made available to all key stakeholders. If debate of issues is not supported by trustworthy and credible information, only personal opinions and presumptions are left.

In a participatory approach, local stakeholders contribute to the definition of what constitutes “success” and take part in the identification of indicators to measure impact. It gathers local people’s views on where impact occurred, why, how and to what extent. The level of people’s participation in a participatory assessment may vary from basic sharing of information, consultation and collaboration, to empowerment, where local people are actively involved in actual decision-making. Participatory methods improve the quality and reliability of the information, and they help to understand and take into account social and cultural factors that are difficult to measure through a standard survey. Furthermore, involving people in providing evidence or gathering information will result in more ownership and a better level of understanding of the findings among stakeholders.

The Stakeholder Management approach for the project management plan will seek to identify and classify project stakeholders, determine their power, interest, and influence, and analyze the most appropriate communication methodology for all stakeholders. This will allow the project team to identify key influential stakeholders to solicit input for project planning and gain support as the project progresses.

Stakeholder Management Plan for THE MONITORING and Implementation of the Poverty Alleviation Programme (PAP) in Dominica

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Purpose

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Power/Interest Classification

Stakeholder Interviews

Plan Stakeholder Management

Stakeholder Engagement

Manage Stakeholder Engagement

Monitor Stakeholder Engagement

Stakeholder Plan Update

PURPOSE

Stakeholder Management includes the processes required to identify the people, groups and organizations that could affect or be affected by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate strategies and tactics for effectively engaging stakeholders in a manner appropriate to the stakeholders' interest and involvement in the project. The Stakeholder Management Plan helps ensure that stakeholders are effectively involved in project decisions and execution (PMBOK 5th Edition) throughout the lifecycle of the project, to gain support for the project and anticipate resistance, conflict, or competing objectives among the project's stakeholders. The Stakeholder Management Plan includes several sections:

- **Identify Stakeholders** – identify by name and title the people, groups, and organizations that have significant influence on project direction and its success or who are significantly impacted by the project.
- **Plan Stakeholder Management** – identify the strategies and mechanisms that will be used to achieve the greatest support of stakeholders and minimize resistance.
- **Manage Stakeholder Engagement** – outlines the processes and steps that will be undertaken to carry out the planned strategies.
- **Control Stakeholder Engagement** – describes the methods that will be used to monitor stakeholder engagement and alert the project team if problems are surfacing.

IDENTIFY STAKEHOLDERS

In order to develop an effective plan for managing stakeholders, they first need to be clearly identified and assessed. Stakeholders will be identified by performing a stakeholder analysis in which potential stakeholders and relevant information (interests, involvement, interdependencies, influence, and potential impact on project success) are gathered, documented and analyzed. (PMBOK 5th Edition).

To assist with stakeholder identification and analysis, the team has created and is completing a Stakeholder Analysis Register categorized by Stakeholder Group. The Stakeholder Analysis Register captures the following information

- Group Name
- Number of Stakeholders in the Group
- Description of the Group
- Level of Impact on the Project
- Level the Group is Impacted by Project
- Current Change Readiness State
- Desired Change Readiness State
- Issues, Opportunities and Risks associated with each group
- Strategies and Actions to address issues, risks and opportunities

A snapshot from the Stakeholder Analysis Register is provided in the chart below.

Please note: High (H), Medium (M) or Low (L) measures Impact. State of change readiness is assessed using the measures from PMBOK as follows:

U – Unaware – this group has no information about the project

R – Resistant – aware of project and resistant to the changes and impacts the project may bring

N – Neutral – aware of the project and neither supportive nor resistant

S – Supportive – aware of the project and the potential changes and impacts and is supportive

L – Leading – aware of the project and actively engaged to ensure the project's success

Chart 11 Stakeholder Analysis Register (Source: C. Watt-Walsh, the Author)

Group Name	# in Group	Description & Key attributes	Impact on Project	Impacted by Project	Current State	Desired State	Issues, Opportunities and Risks	Mitigation Strategies and Actions
-Funders /Sponsors	4	-Key decision makers/Sponsors -Improving performance -Learning for the way forward	H	H	L	L	-Reasons for successes/ challenges -Areas for improvement - Accountability	-Present report in public forums. evaluation findings meeting with donors and staff
- Implementing agency (Project Manager and Staff)	5	-Core staff to include Project Manage, Community Liaison Office, Administrative /Accounting and Engineer. Other support staff -Day-to-day management of project activities	H	H	L	L	-Sponsor delays time to provide the project manager with the power to apply project resources -leadership to accelerate the development of the phases of the project implementation-on	-Training in management (strategic, operations, project, human resource and financial management) -financial incentives to staff to fulfill duties
-Consultants	8	-Technical experts -Engaged to prepare/review designs of infrastructure sub-projects and -To manage the implementation of approved works	H	H	S	S	-Lack of supervision of projects by consultants. -Cost overrun because of design -Tardiness in presenting designs/reports	Implement penalty clause for tardiness.

-Contractors	25	-Contracted professionals- works, services, supplies	H	M	S	S	-Cash flow problems -opportunity to transfer maintenance to community	Implement contract clause for incomplete projects/delays
-Beneficiaries/ community members	100+	-Individuals, groups or organizations that benefit directly or indirectly from a programme/project (whether targeted or not)	H	H	S	S	-Lack of participation in community meetings -Buy-in by community member of projects. -failure to maintain project after completion	-Involvement /empowerment of beneficiaries/community from the start of the project.

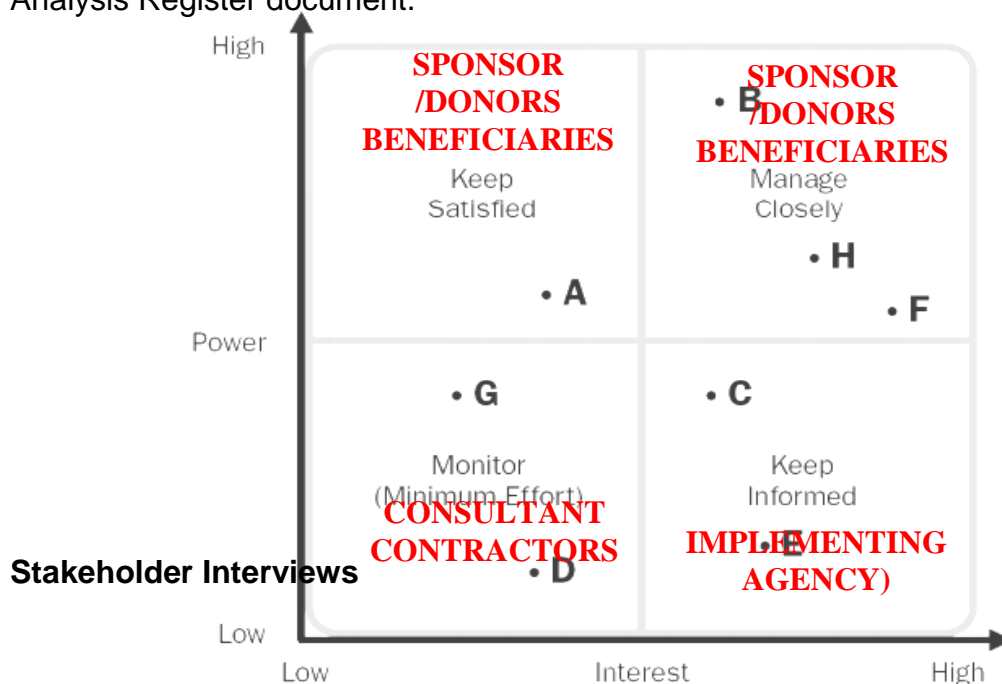
Stakeholder Analysis Register Snapshot:

Power/Interest Classification

As mentioned above, the Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica project is assessing each group's position, as well as their impact on the project and/or how they are impacted by the project. One purpose of this activity is to help identify and categorize groups so that appropriate attention can be given to each group according to the level of engagement needed. To help in this process, the project will use the PMBOK Power/Interest Grid to categorize each stakeholder group. The Power/Interest Grid analyzes stakeholder groups in a visual manner to further establish stakeholders' level of interest or concern and their ability to influence the project outcomes.

An important outcome of the stakeholder identification and analysis work, including the Power/Interest Grid, is to identify the most influential and most impacted stakeholder groups so that a focused stakeholder management strategy and plan can be developed and executed.

Provided below is an example Power/Interest Grid with the main stakeholders for the project. The results of the Power/Interest Grid will be added to the Stakeholder Analysis Register document.



To confirm the Stakeholder Identification and Analysis process is accurate and complete, the project team, led by the Project Manager, will undertake a performance audit of the current stakeholders to determine the baseline data needed for the monitoring and implementation management plan. In addition, optional qualitative interviews may be performed for the Stakeholder Groups identified as most influential or most impacted by the project to validate that their issues and concerns have been captured accurately.

PLAN STAKEHOLDER MANAGEMENT

Plan Stakeholder Management is the process of developing appropriate management strategies to effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests and potential impact on project success. The key benefit of this process is that it provides a clear, actionable plan to interact with project stakeholders to support the project's interests (PMBOK 5th Edition).

Based upon the information gathered in the Stakeholder Analysis Register and Communication Plan, the Project Manager will be responsible for engaging stakeholders throughout the lifecycle of the project. The level of engagement required for each stakeholder may vary over the course of the project. For example, during the beginning stages of the project, it might be necessary for the Project Manager to engage key stakeholders to be highly engaged. Highly engaged key stakeholders in the early stages of the project are pivotal for project kickoff, achieving staff buy-in and clearing obstacles. As the project progresses, the level of engagement will shift from key stakeholders to the broader project team and end-users.

Stakeholder Engagement

To ensure each stakeholder is achieving the correct level of engagement, the Project Manager will analyze current levels of engagement by using the PMBOK Stakeholders Engagement Assessment Matrix. As noted above in the Stakeholder Analysis Register, each stakeholder group shall be assessed in terms of their current and desired level of engagement.

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
-Funders /Sponsors					C D
Implementing agency (Project Manager and Staff)					C D
Oversight Entity/Board of Directors				C	D
Consultants				C D	
-Contractors				C D	
Beneficiaries/ community members				C D	

Stakeholder Engagement Assessment Matrix. List stakeholders and place a “C” for their current level of engagement and “D” in the column of their desired level of engagement.

A participatory approach is aimed to enhance the participation of local people, agencies, and decision makers in the assessment process, including the design and implementation of the assessment and the analysis of the findings. Local people can also provide clarification on the findings of a quantitative survey and may provide an input in the design of a quantitative survey in terms of the identification of areas of particular interest.

MANAGE STAKEHOLDER ENGAGEMENT

Stakeholder Engagement Management is the process of communicating and working with stakeholders to meet their needs and expectations, and to address issues as they occur. Stakeholder Engagement Management is the process to systematically foster

appropriate stakeholder engagement in project activities throughout the life of the project. The key benefit of this process is that it allows the Project Manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success (PMBOK 5th Edition).

To effectively manage stakeholder engagement, the Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica, will utilize the Communication Plan and strategies identified above to communicate project related information to key stakeholders in a proactive and timely manner. Leveraging the information provided in the Communication Plan (i.e., stakeholder groups, communication items, purpose, method of communication, and frequency), the project will have the ability to increase support and minimize stakeholder resistance throughout the life of the project. Managing stakeholder engagement helps to increase the probability of project success by ensuring that stakeholders clearly understand the project goals, objectives, benefits, and risks.

In line with the analysis above, the project team will also be actively listening and soliciting input and feedback to make sure communications are being received and understood, and also to capture important information to help make adjustments and to respond to problem areas.

Other project artifacts will factor into Stakeholder Management as well, including the list of Business Process Changes and the Change Control process, both of which consider the impact on stakeholders. The project Issues Log is another tool to collect, document, and address concerns raised by stakeholders and stakeholder management risks that have materialized into issues that must be managed.

MONITOR STAKEHOLDER ENGAGEMENT

Monitor Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. Monitor Stakeholder Engagement involves collecting data, assessing the level of

engagement and using insights from the data collection to adjust strategies and tactics for engaging effectively with stakeholders.

As mentioned in the Communications Plan and the Risk Management Plan, the Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica Project will have mechanisms to receive ongoing direct feedback from key stakeholders, including project-monitoring committee meeting (PMC), focus group discussions, site meetings, board meetings. Individual stakeholders will be encouraged to participate and to voice questions and concerns, with the most serious issues and concerns that are raised addressed in a formal, rigorous process through the Issues and Risk logs.

As described in the Scope Management Plan, the project will solicit broad participation in the collection and validation of requirements, which will uncover issues and concerns early on, so they can be addressed.

Stakeholders are critical to the project's success. The project team has planned for and will work to involve, engage and listen to all key stakeholders throughout the project lifecycle.

Stakeholder Plan Updates

Note that the Stakeholder Management Plan and associated documents are not static. The stakeholders identified and their information documented in the Stakeholder Analysis Register will be reviewed at least monthly to ensure the plan is meeting project expectations and to make modifications if required.

Figure 18 Stakeholder Management Plan. Adapted from the Department of Information Technology, Maryland.
Retrieved October 19, 2016 from
<http://doit.maryland.gov/SDLC/FormServerTemplates/Stakeholder%20Management%20Plan.doc>

4.7 Human Resource Management Plan

When Planning Human Resource Management the first thing is to identify all the project roles and responsibilities. Documenting the reporting relationships and the Staffing management plan are key in the planning process. The human resource management plan illustrates the roles and responsibilities of team members and organization staffing need.

HUMAN RESOURCE MANAGEMENT PLAN FOR THE MONITORING AND IMPLEMENTATION OF THE POVERTY ALLEVIATION PROGRAMME (PAP) IN DOMINICA

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Introduction

Human resources management is an important part of the Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica

Project. The human resources management plan is a tool, which will aid in the management of this project's human resource activities throughout the project until closure. The human resources management plan includes:

- Roles and responsibilities of team members throughout the project
- Project organization charts
- Staffing management plan to include:
 - a. How resources will be acquired
 - b. Timeline for resources/skill sets
 - c. Training required to develop skills
 - d. How performance reviews will be conducted
 - e. Recognition and rewards system

The purpose of the human resources management plan is to achieve project success by ensuring the appropriate human resources are acquired with the necessary skills, resources are trained if any gaps in skills are identified, team building strategies are clearly defines, and team activities are effectively managed.

Roles and Responsibilities

The roles and responsibilities for the Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica Project are essential to project success. All team members must clearly understand their roles and responsibilities in order to successfully perform their portion of the project. For the Project, the following project team roles and responsibilities have been established while the Project Preparation Specialist, Implementation Support Specialist and most importantly the Monitoring and Evaluation Officer has been added to assist with Project Implementation of the Monitoring and Implementation system.

PROJECT PREPARATION SPECIALIST

The Project Preparation Specialist (PPS) works as a consultant reporting to the Project Manager (PM) and is responsible for assisting with the preparation of PAP sub-projects that satisfy quality at entry standards for appraisal.

DUTIES 2. The duties of the PPS are: (a) Being fully informed in PAP processes so as to follow the required techniques, achieve the required standards, apply best practice and aim for maximum effectiveness and practicality. (b) Being available as a freelance resource on call and available to be assigned according to needs. (c) Assisting the IA with the preparation of PAP sub-projects from identification (only documentation is the concept note) to fully prepared sub-projects by liaising with project Sponsors and beneficiaries, applying best practice, being practical and innovative, holding extensive discussions, working with templates, developing all required analyses, and producing a project report to PAP standards and formats

IMPLEMENTATION SUPPORT SPECIALIST

JOB SUMMARY

The Implementation Support Specialist, (ISS) works as a consultant reporting to the Project Manager and is responsible for implementing PAP projects to best practice standards so that they can achieve maximum outcomes and impacts as quickly as possible.

DUTIES 2. The duties of the ISS are: (a) Being fully informed in the PAP processes so as to follow the required techniques, achieve the required standards, apply best practice and aim for maximum effectiveness and practicality; (b) Being available as a freelance resource on call and available to be assigned according to need; (c) Implementing PAP sub-projects from approval to fully operational sub-projects by liaising with project Sponsors and beneficiaries, applying best practice, being practical and innovative, and ensuring that solutions to problems and delays are found; (d) To work along with the CLO to produce monthly reports on the status of implementation of projects for submission to the Project Manager.

PROJECT MANAGER

JOB SUMMARY

1. The Project Manager (PM) will lead the Poverty Alleviation Programme (PAP) Implementing Agency (IA). The PM will report on the day-to-day operations of the IA. The PM will be responsible for establishing and maintaining contact with the relevant government ministries, nongovernmental organizations (NGOs), civil society organizations and the private sector and for negotiating integral partnerships. As head of the IA, the PM will have ultimate responsibility for managing project resources and all IA staff and supervising the implementation of all sub-projects.

DUTIES The duties of the PM are: (a) aligning the PAP IA's work programme with the country's poverty reduction goals and relevant development strategies; agreeing on quantified (non sub-project specific) annual targets and work plans in the context of the agreed strategy; coordinating the preparation of the portfolio of sub-projects for the approval by the OE and

(b) managing coordinating and supervising the IA team, including the Administrative/Accounting Officer, Community Liaison Officer, Project Engineer, Monitoring and Evaluation Officer and support staff, thereby ensuring sub-projects and activities are in compliance with the policies and guidelines established for the Programme. Submitting all financial and non-financial reports as per schedule, to the OE and SPONSOR, on a timely and regular basis, detailing all past and planned activities; establishing and maintaining contact with all stakeholders, especially with the Sponsoring Ministry/agency, other social partners and supervising consultants for efficient and effective delivery of project outputs; directing the planning, implementation, monitoring and internal evaluation of the PAP Project and ensuring good governance.

ADMINISTRATIVE/ACCOUNTING OFFICER

JOB SUMMARY

1. The Administrative/Accounting Officer (AO) is responsible to the Project Manager (PM) for the operation of the financial and administrative systems, preparation of budgetary and financial reports, financial statements, the annual budget, withdrawals and disbursement requests and preparation of inputs for the financial and performance audits.

DUTIES

The duties of the AO are:

(a) Formulation and Operation of Systems: Develop financial procedures (which conform to general accounting standards and principles) and administrative procedures, which will serve as a guide for staff. Ensure that procedures are adhered to for the maintenance of internal control and quality management of PAP funds. Reports and Statements: Prepare and submit as required, budgetary and accurate financial reports and statements, generated from data systems, to the PM and or other funding institutions for information purposes and use in the decision-making process. Allocate, monitor and control expenditures for the IA. Manage the payroll and relevant worksheets. Monitor project accounts and prepare payments to suppliers, contractors, trainees and training agents etc.

COMMUNITY LIAISON OFFICER

JOB SUMMARY

1. The Community Liaison Officer (CLO) will be responsible to the Project Manager (PM) for facilitating the active involvement of communities in the identification, formulation and implementation of all sub-projects funded by the Project. The CLO is expected to take the lead for the Implementing Agency (IA) team in project cycle activities related to skills training sub-projects.

DUTIES

2. The duties of the CLO are:

(a) marketing the PAP Project and generating a pipeline of sub-projects, involving public relations, community consultations, calls for tender and other methods approved by the PM based on the policies and guidelines of the Programme; (b) assisting in selecting sub-projects based on Programme guidelines and procedures and presenting same to the PM, requesting the support of regional consultants in preparing selected sector portfolios as may be required; organizing and conducting Community Needs and Assets Assessment (CNAA) for each selected sub-projects and channeling field data into the M & E system; (d) guiding the formation of Project Monitoring Committees (PMCs) for the implementation of each sub-project and preparing appropriate briefs to discuss with members of the community; (assisting the PM, other funding partners, other project Sponsors, the regional consultants, project engineer, engineering consultant and beneficiaries to prepare project documentation for submission to the OE ; assisting the relevant government departments to monitor post-implementation activities, in partnership with Sponsoring agencies, and assist in the evaluation of social and economic impact of sub-projects, using participatory approaches;

MONITORING AND EVALUATION OFFICER

JOB SUMMARY

1. The Monitoring and Evaluation (M&E) Officer, PAP IA will report to the Project Manager (PM), and is responsible for evaluating project performance and impact.

DUTIES

2. The duties of the M&E Officer are: (a) Aligning the PAP IA's work programme with the country's poverty reduction goals and Applying the monitoring and evaluation sections of the Guidance Framework throughout all tasks and processes, (b) Monitoring PAP projects in the country to an agreed standard format capturing implementation and

operational dimensions which are reported by the project Sponsor using standard software at agreed time intervals.

(c) Assisting the relevant government departments to monitor the post-implementation activities, in partnership with Sponsoring agencies, and assist in the evaluation of social and economic impact of sub-projects on all members of the communities, using participatory approaches.

(d) Conducting mid-term and completion evaluations of a sample of projects in the country – again to the standard methods and formats detailed in the Guidance Framework, focusing on outputs, outcomes and impacts. (e) Extracting lessons learnt from in-depth evaluations for application in country and communicating throughout the PAP network.

PROJECT ENGINEER

JOB SUMMARY

1. The Project Engineer (PE) will be responsible to the Project Manager (PM) for the preparation, formulation and implementation of all infrastructure sub-projects funded by the Project. The Project engineer is expected to take the lead within the Implementing Agency (IA) in project cycle activities related to infrastructure sub-projects.

DUTIES

2. The duties of the PE are to:

(a) assist the PM in processing sub-project applications by providing technical inputs for submission to the Oversight Entity (OE) for funding under the Project; (b) prepare infrastructure sub-project profiles for approval by the OE in accordance with the Operations Manual (OM), including the completion of various checklists such as those for the Environmental Impact Assessment/ Natural Hazard Impact Assessment and Disaster Risk Reduction; (c) monitor sub-project contracting for the implementation of sub-projects by appointed contractors, being implemented by Force Account or self-help; to be coordinated with the Sponsoring agency and guided and administered by the technical consultants;

(d) procure, supervise and report on all aspects of the work of technical consultants engaged

(j) assist technical consultants with the estimation of communities' overall in-kind contribution to sub-projects including cost of voluntary contributions made all members of the community.

PROJECT ORGANIZATIONAL CHARTS

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

Chart 12 PROJECT ORGANIZATIONAL CHARTS

	Project Manager	Project Preparation Specialist	Implementation Support Specialist	Administrative /Accounting Officer	Community Liaison Officer	Monitoring and Evaluation Officer	Project Engineer
Readiness Assessment	A	R	R	C	C	R	I
Agreeing on Outcomes to M&E	A	R	C		C	R	I
Selecting key indicators	A	R				A	
Baseline Data on Indicators	A	R	C		I	R	I
Selecting Results Targets	A	C	R		I	R	I
Monitoring Results	A		A	R	R	R	R
Evaluation	A					A	
Report Findings	A	C	R	C	C	R	C
Using Findings	A			R	C	R	C
Sustaining Monitoring System	A	R	R	R	R	R	R

Key:

R – Responsible for completing the work

A – Accountable for ensuring task completion/sign off

C – Consulted before any decisions are made

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

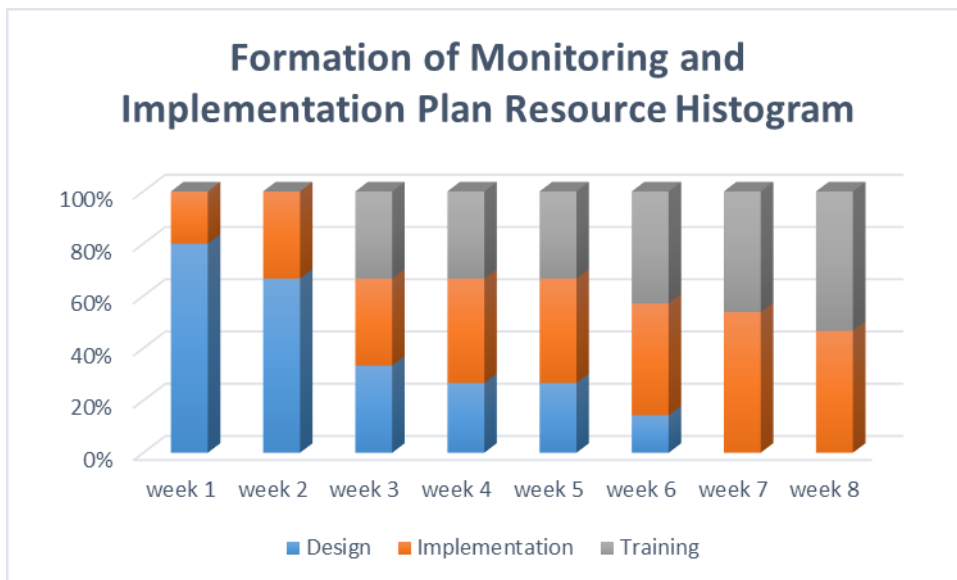
STAFFING MANAGEMENT

Staff Acquisition:

For the formation of the Monitoring and Implementation Project, the project staff will consist of mostly internal resources. There will be some outsourcing/contracting performed within the scope of this project. The Project Manager will follow the procurement terms and conditions of the organization in order to identify and assign resources in accordance with the project organizational structure. The project team will not be co-located for this project and all resources will remain in their current workspace.

Resource Calendars:

The formation of the Monitoring and Implementation Project Management Plan Project will last for eight weeks. All resources are required before the project can begin. The resource histogram illustrates the number of weeks required to complete the project management design, implementation and training. Design is done within the first few weeks of implementation then implementation and training.



Training:

Training is key in the implementation of the Monitoring Plan. Continuous training will equip staff with the knowledge to implement the plan and meet the necessary reporting deadlines. Also, inform staff of data collections methods, tools, ethical considerations in data collection, statistical analysis, processing, storage, sharing and feedback mechanisms and reporting to enhance capacity of managing the project effectively and efficiently to deliver on the expected intervention outcomes.

Performance Reviews:

The project manager will review each team member's assigned work activities at the onset of the project and communicate all expectations of work to be performed. The project manager will then evaluate each team member throughout the project to evaluate their performance and how effectively they are completing their assigned work. Prior to releasing project resources, the project manager will meet with the appropriate functional manager and provide feedback on employee project performance. The functional managers will then perform a formal performance review on each team member.

Recognition and Rewards:

Although the scope of this project does not allow for ample time to provide cross-training or potential for monetary rewards there are several planned recognition and reward items for project team members. Upon successful completion of the project, any team member who satisfactorily completed all assigned work packages on time will receive a certificate of thanks from the Implementing Agency.

SPONSOR ACCEPTANCE

Approved by:

Date: _____

Poverty Implementation Project (PAP)

Figure 19 Human Resource Plan Template. Adapted from Project Management Docs.. Retrieved May 15, 2018 from www.ProjectManagementDocs.com/template/Human-Resource-Plan.doc

4.8 A Communication Management Plan

The PMBOK Guide Fifth Edition describes Project Communication Management as “the processes required to ensure timely and appropriate planning, creation, distribution, storage, retrieval, management, control, monitoring and the ultimate disposition of project information” (PMBOK guide Fifth Edition, 2013).

The Communication plan for the monitoring and implementation system will provide feedback to sub-project clients as to the success of project implementation in meeting community goals and objectives; other Project stakeholders as to the achievement of their targets as expressed under the Project and with regard to their annual work programmes for Project implementation; as to successful implementation according to targets set under the Project; and Sponsor, as to the extent to which the project is achieving its poverty reduction and community participation goals. The system would cover physical, financial and impact monitoring.

The plan identifies and defines the roles of persons involved in this project and the communications matrix maps the communication requirements. The Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate.

The project manager will document each stakeholder’s preferred frequency, method of communication and communication channels, which will be maintained in the project’s Stakeholder Register. The project manager must ensure that the stakeholders have access to these channels in order to receive project communications.

Chart 13 Communication Matrix (Source: C. Watt-Walsh, the Author)

Report	From	To	Frequency	Submission
Progress Reports for each sub-project	Project Manager (PM)	SPONSOR	Monthly	Within 30 days after each period.
PSC Minutes with approved/recommended Sub-project profiles.	PM	SPONSOR	Quarterly or more frequently as required	Within 30 days after the end of each quarter/PSC meeting.
Consultants Reports	Independent Consultants	SPONSOR/ PM	Monthly	Within 30 days after end of each period.
Audited Financial Statements	AO	SPONSOR	Annually for calendar year.	June 30 of following year.
Project Completion Report (PCR)	PM	SPONSOR	After final disbursement of Grant.	Within six months after TDD.
Evaluation Report	EM/PSC	SPONSOR	Once	One year after submission of PCR.
Post-Implementation Report (for each sub-project)	PM	SPONSOR	Determined by OM approximately one year after completion of each sub-project.	Determined by OM approximately one year after completion of each sub-project.

Chart 14: Recommended Communication reporting and dissemination strategy for PAP (Source: C. Watt-Walsh, The Author)

Report Type	Due Date	Audiences & Interests	Overall Focus of Report	Contents	Dissemination
Routine Monitoring	During implementation as agreed at SP outset Post-completion	PAP M&E Unit (Programme improvement) IAs (Programme improvement) OE for quality assurance	Progress to date Improvements in performance	Financial reports Outputs delivered, including performance against targets	Submit via BIS/PPMS
MTEs	Mid-cycle	Funders (Accountability) SPONSOR (Management) Social Sector Division (Programme improvement) IAs (Programme improvement)	Improving performance Learning for the way forward	Reasons for successes/challenges Areas for improvement	Distribute MTE to partners Present report in public forums: Consultations in every PC for IAs, their OEs, PMC and other key stakeholders SPONSOR evaluation findings meeting with donors and staff
PCRs	End of cycle	Funders (Accountability and decision making) SPONSOR (Decision making) PAP (Management and programme improvement) IAs (Programme improvement) External Stakeholders (Learning)	Conclusions Lessons Recommendations for next PAP cycle	Overall performance Programme quality and value Conclusions Lessons Recommendations Document individual and or family welfare stories	Distribute hard copy report, summary brochure, and evaluation brief to stakeholders Post report on website and social media Present report in public forum at two levels: Workshops in every PC for IAs, their OEs, PMC and other key stakeholders SPONSOR evaluation findings meeting with donors and staff
Impact Assessments	2-5 years post-cycle	Donor-Accountability	Poverty Impact (both intended and	Lessons Learnt Conclusions	Distribute hard copy report, summary

Report Type	Due Date	Audiences & Interests	Overall Focus of Report	Contents	Dissemination
		and Learning SPONSOR- Learning and Strategy SSDF- learning and programme planning Local partners and stakeholder- learning	unintended)	Recommendation ns Changes in welfare in target beneficiaries Document individual and or family welfare stories	brochure, and evaluation brief to stakeholders Post on website Post on social media Workshops in every PC for IAs, their OEs, PMC and other key stakeholders SPONSOR evaluation findings meeting with donors and staff

COMMUNICATIONS MANAGEMENT PLAN

**THE MONITORING AND IMPLEMENTATION OF THE
POVERTY ALLEVIATION PROGRAMME (PAP) IN DOMINICA**

**Poverty Alleviation Programme
Roseau
Commonwealth of Dominica**

May 2018

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INTRODUCTION

This Communications Management Plan sets the communications framework for this project. It will serve as a guide for communications throughout the life of the project and will be updated as communication needs change. This plan identifies and defines the roles of persons involved in this project. It also includes a communications matrix which maps the communication requirements of this project. An in-depth guide for conducting meetings details both the communications rules and how the meetings will be conducted, ensuring successful meetings.

COMMUNICATIONS MANAGEMENT APPROACH

The Project Manager will take a proactive role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrix presented in this document. The Communications Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate.

As with most project plans, updates or changes may be required as the project progress or changes are approved. Changes or updates may be required due to changes in personnel, scope, budget, or other reasons. Additionally, updates may be required as

the project matures and additional requirements are needed. The project manager is responsible for managing all proposed and approved changes to the communications management plan. Once the change is approved, the project manager will update the plan and supporting documentation and will distribute the updates to the project team and all stakeholders.

COMMUNICATIONS MANAGEMENT CONSTRAINTS

All project communication activities will occur within the project's approved budget, schedule, and resource allocations. The project manager is responsible for ensuring that communication activities are performed by the project team and without external resources which will result in exceeding the authorized budget. Communication activities will occur in accordance with the frequencies detailed in the Communication Matrix in order to ensure the project adheres to schedule constraints. Any deviation of these timelines may result in excessive costs or schedule delays and must be approved by the project Sponsor.

The PAP's organizational policy states that where applicable, standardized formats and templates must be used for all formal project communications. The details of these policy requirements are provided in the section titled "Standardization of Communication" in this document.

Project

STAKEHOLDER COMMUNICATION REQUIREMENTS

As part of identifying all project stakeholders, the project manager will communicate with each stakeholder in order to determine their preferred frequency and method of communication. This feedback will be maintained by the project manager in the project's Stakeholder Register. Standard project communications will occur in accordance with the Communication Matrix; however, depending on the identified stakeholder communication requirements, individual communication is acceptable and within the constraints outlined for this project.

In addition to identifying communication preferences, stakeholder communication requirements must identify the project's communication channels and ensure that stakeholders have access to these channels. If project information is communicated via secure means or through internal company resources, all stakeholders, internal and external, must have the necessary access to receive project communications.

Once all stakeholders have been identified and communication requirements are established, the project team will maintain this information in the project's Stakeholder Register and use this, along with the project communication matrix as the basis for all communications.

ROLES

Project Sponsor

The project Sponsor is the champion of the project and has authorized the project by signing the project charter. This person is responsible for the funding of the project and is ultimately responsible for its success. Since the Project Sponsor is at the executive level communications should be presented in summary format unless the Project Sponsor requests more detailed communications.

Program Manager

The Program Manager oversees the project at the portfolio level and owns most of the resources assigned to the project. The Program Manager is responsible for overall program costs and profitability as such they require more detailed communications than the Project Sponsor.

Key Stakeholders

Normally Stakeholders includes all individuals and organizations who are impacted by the project. For this project we are defining a subset of the stakeholders as Key Stakeholders. These are the stakeholders with whom we need to communicate with

and are not included in the other roles defined in this section. The Key Stakeholders includes executive management with an interest in the project and key users identified for participation in the project.

Change Control Board

The Change Control Board is a designated group which reviews technical specifications and authorizes changes within the organizations infrastructure. Technical design documents, user impact analysis and implementation strategies are typical of the types of communication this group requires.

Beneficiaries

Individuals, groups or organizations that benefit directly or indirectly from a programme/project (whether targeted or not). They also have potential impacts to the schedule for the final deliverable or the product itself.

Project Manager

The Project Manager has overall responsibility for the execution of the project. The Project Manager manages day to day resources, provides project guidance and monitors and reports on the projects metrics as defined in the Project Management Plan. As the person responsible for the execution of the project, the Project Manager is the primary communicator for the project distributing information according to this Communications Management Plan.

Project Team

The Project Team is comprised of all persons who have a role performing work on the project. The project team needs to have a clear understanding of the work to be completed and the framework in which the project is to be executed. Since the Project Team is responsible for completing the work for the project they played a key role in creating the Project Plan including defining its schedule and work packages. The

Project Team requires a detailed level of communications which is achieved through day to day interactions with the Project Manager and other team members along with weekly team meetings.

Steering Committee

The Steering Committee includes management representing the departments which make up the organization. The Steering Committee provides strategic oversight for changes which impact the overall organization. The purpose of the Steering Committee is to ensure that changes within the organization are effected in such a way that it benefits the organization as a whole. The Steering Committee requires communication on matters which will change the scope of the project and its deliverables.

Technical Lead

The Technical Lead is a person on the Project Team who is designated to be responsible for ensuring that all technical aspects of the project are addressed and that the project is implemented in a technically sound manner. The Technical Lead is responsible for all technical designs, overseeing the implementation of the designs and developing as-build documentation. The Technical Lead requires close communications with the Project Manager and the Project Team.

COMMUNICATION METHODS AND TECHNOLOGIES

The Implementing agency will provide updates, archive various reports, and conduct project communications. This platform enables senior management, as well as stakeholders with compatible technology, to access project data and communications at any point in time. SharePoint also provides the ability for stakeholders and project team members to collaborate on project work and communication.

For stakeholders who do not have the ability to access SharePoint, a web site will also be established for the project. Access to the website will be controlled with a username and password. Any stakeholders identified who are not able to access SharePoint will

be issued a unique username and password in order to access the web site. The project manager is responsible for ensuring all project communications and documentation are copied to the web site and that the content mirrors what is contained on the SharePoint platform.

COMMUNICATIONS MATRIX

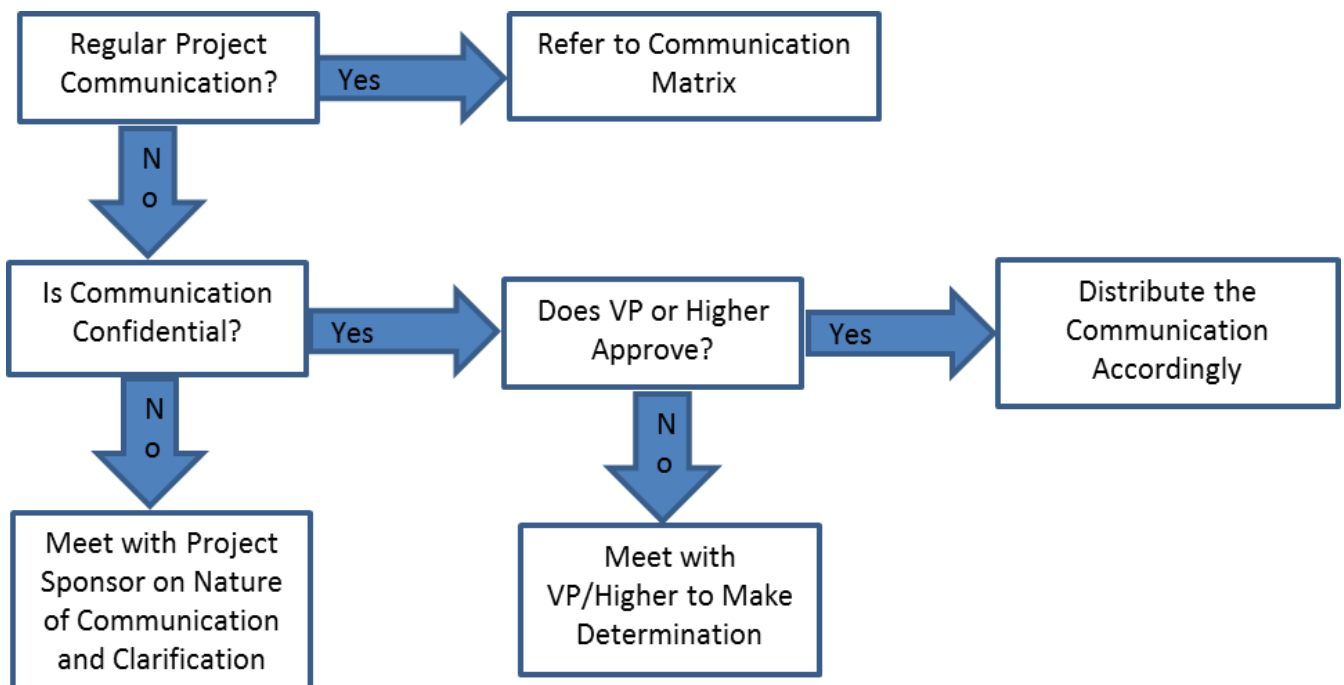
Chart 15 the following chart identifies the communications requirements for this project. (Source: C. Watt-Walsh, the Author)

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable	Format
Kick-off Meeting	Introduce the project team and the project. Review project objectives and management approach.	<ul style="list-style-type: none"> • Face to Face 	Once	<ul style="list-style-type: none"> • Project Sponsor • Project Team • Stakeholders 	Project Manager	<ul style="list-style-type: none"> • Agenda • Meeting Minutes 	<ul style="list-style-type: none"> • Soft copy archived on project SharePoint site and project web site
Project Team Meetings	Review status of the project with the team.	<ul style="list-style-type: none"> • Face to Face • Conference Call 	Weekly	<ul style="list-style-type: none"> • Project Team 	Project Manager	<ul style="list-style-type: none"> • Agenda • Meeting Minutes • Project schedule 	<ul style="list-style-type: none"> • Soft copy archived on project SharePoint site and project web site
Technical Design Meetings	Discuss and develop technical design solutions for the project.	<ul style="list-style-type: none"> • Face to Face 	As Needed	<ul style="list-style-type: none"> • Project Technical Staff 	Technical Lead	<ul style="list-style-type: none"> • Agenda • Meeting Minutes 	<ul style="list-style-type: none"> • Soft copy archived on project SharePoint site and project web site

Monthly Project Status Meetings	Report on the status of the project to management.	<ul style="list-style-type: none"> • Face to Face • Conference Call 	Monthly	<ul style="list-style-type: none"> • PMO 	Project Manager	<ul style="list-style-type: none"> • Slide updates • Project schedule 	<ul style="list-style-type: none"> • Soft copy archived on project SharePoint site and project web site
Project Status Reports	Report the status of the project including activities, progress, costs and issues.	<ul style="list-style-type: none"> • Email 	Monthly	<ul style="list-style-type: none"> • Project Sponsor • Project Team • Stakeholders • PMO 	Project Manager	<ul style="list-style-type: none"> • Project Status Report • Project schedule 	<ul style="list-style-type: none"> • Soft copy archived on project SharePoint site and project web site

The Communication Flowchart as depicted in chart 16 below was created to aid in project communication. This flowchart provides a framework for the project team to follow for this project. However, there may be occasions or situations which fall outside of the communication flowchart where additional clarification is necessary. In these situations the Project Manager is responsible for discussing the communication with the Project Sponsor and making a determination on how to proceed.

Chart 16 Communication Flow Chart (source from www.ProjectManagementDocs.com)



GUIDELINES FOR MEETINGS

Meeting Agenda

Meeting Agenda will be distributed 5 business days in advance of the meeting. The Agenda should identify the presenter for each topic along with a time limit for that topic. The first item in the agenda should be a review of action items from the previous meeting.

Meeting Minutes

Meeting minutes will be distributed within 2 business days following the meeting. Meeting minutes will include the status of all items from the agenda along with new action items and the Parking Lot list.

Action Items

Action Items are recorded in both the meeting agenda and minutes. Action items will include both the action item along with the owner of the action item. Meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items resulting from the meeting. The review of the new action items will include identifying the owner for each action item.

Meeting Chair Person

The Chair Person is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes. The Chair Person will ensure that the meeting starts and ends on time and that all presenters adhere to their allocated time frames.

Note Taker

The Note Taker is responsible for documenting the status of all meeting items, maintaining a

Parking Lot item list and taking notes of anything else of importance during the meeting. The Note Taker will give a copy of their notes to the Chair Person at the end of the meeting as the Chair Person will use the notes to create the Meeting Minutes.

Time Keeper

The Time Keeper is responsible for helping the facilitator adhere to the time limits set in the meeting agenda. The Time Keeper will let the presenter know when they are approaching the end of their allocated time. Typically a quick hand signal to the presenter indicating how many minutes remain for the topic is sufficient.

COMMUNICATION STANDARDS

For this project, PAP will utilize standard organizational formats and templates for all formal project communications. Formal project communications are detailed in the project's communication matrix and include:

Project Team Meetings – project team will utilize PAP standard templates for meeting agenda and meeting minutes. Additionally, any slides presented will use the PAP standard slideshow template.

Technical Design Meetings - project team will utilize PAP standard templates for meeting agenda and meeting minutes. Additionally, any slides presented will use the PAP standard slideshow template.

Monthly Project Status Meetings - project team will utilize PAP standard templates for meeting agenda and meeting minutes. Additionally, any slides presented will use the PAP standard slideshow template.

Project Status Reports – project team will utilize PAP standard templates for meeting agenda and meeting minutes. Additionally the standard project status report document, available on the share drive, will be used to provide project status.

Informal project communications should be professional and effective but there is no standard template or format that must be used.

- Field visits
- Meetings with project partners and stakeholders
- Financial reporting

Progress status reports simply monitor the work accomplished during a specified time. The work accomplished could mean infrastructural works or activities listed in the project document. Regular progress reporting creates a valuable written record of the projects life. This can be used later to look back and decide how the running of future projects can be improved.

The major components of these progress report forms are fairly standard and include:

1. a list of specific objectives and activities that were to be accomplished (monthly or quarterly)
2. the degree to which each was completed, with numbers or percentage
3. identification of constraints or obstacles that explain why certain objectives/activities were not completed as planned (if applicable)
4. Financial accounting: what was budgeted and spent during the report period and any proposed changes for the next visit.

However, not all projects require a progress form. A **Narrative Report** could also be done. This is important in providing a narrative report/document which focuses on the

implementation of activities, major achievements, and problems faced and solutions found. Photos can also verify that activities took place.

Project completion report – A report providing an analysis of achievement of project objectives, design, impact and sustainability. It enables the implementers to identify both positive and negative lessons learnt. Project Completion form/questionnaire is done at the completion of all projects funded by the Poverty Alleviation Programme. Project completion form is done with the assistance of officers of the Poverty Alleviation Programme at the end of project.

Monitoring through Field Visits - Field visits can provide valuable information that cannot be obtained from written reports or conversations with project managers or implementers. Regular field visits remain a key instrument for validation of results as reported by projects. Monitoring visits at field level are carried out by our office specifically Community Liaison Officer, Technical Officers assigned to the project (Engineer) and the Monitoring and Evaluation Officer. The frequency depends on the project complexity, duration, size of funding and experience by the group with implementation of projects.

The purpose of the visits at field level is to obtain a first-hand impression of project achievements in relation to the approved project plan and to discuss progress and obstacles with the partner. Implementers will be informed of monitoring visits which is referred to as planned monitoring visits while 'spot checks' on work performance or product quality may be made at random times without any notification.

The specific objectives for monitoring at this level therefore include,

- (a) ensuring that the projects are implemented on time,
- (b) that they are of good quality and
- (c) that the project inputs are well utilized.

Technical Monitoring (Infrastructural works) should be done through field visits. Technical monitoring ensures that the works are of good quality and is value for the amount of money spent to date. These are the following guidelines:

- Technical officer will be attached to a project based on its technical requirements so as to conduct monitoring visit(s) and to inspect the project site on a regular basis.
- These visits should be recorded in a log book as well as any problems, issues or concerns which may arise.
- Physical Report: Technical Works Report of works (infrastructural) done will be submitted to the DSIF's office before disbursements are given. Attached is a copy of the Technical Report.

Meetings with Project Partners and Stakeholders - Community monitoring is also essential to the entire process. As a supplement to visits at field level, regular meetings should be held with project partners and beneficiaries of the project to discuss progress in implementation and obstacles encountered. Use of participatory monitoring mechanisms ensure commitment, ownership, and feedback on performance.

Community's commitment to the project is essential specifically the community's willingness to participate in general activities surrounding the project. The community/beneficiaries of the project may provide greater insight into the impact of the project on their lives and behaviour.

Meeting with small groups of local or opinion leaders can provide information about access to the service. Sometimes interviewing women separately from men encourages them to speak.

Financial Reporting- Financial reporting is largely an effort to assess financial performance, that is, how well or how poorly the organization/community group is utilizing funding entrusted to them in achieving the project's set goals and objectives. *It is also important in guarding against misuse of funds.*

All projects are required to submit the following financial reporting to document the correct utilization of funds.

COMMUNICATION ESCALATION PROCESS

Efficient and timely communication is the key to successful project completion. As such, it is imperative that any disputes, conflicts, or discrepancies regarding project communications are resolved in a way that is conducive to maintaining the project schedule, ensuring the correct communications are distributed, and preventing any ongoing difficulties. In order to ensure that projects stay on schedule and issues are resolved, PAP will use its standard escalation model to provide a framework for escalating communication issues. The table below defines the priority levels, decision authorities, and timeframes for resolution.

SPONSOR ACCEPTANCE

Approved by the Project Sponsor:

_____ Date: _____

Project Sponsor

<Project Sponsor Title>

Figure 20 Project Communication Plan Template. Adapted from Project Management Docs.. Retrieved May 20, 2018 from www.ProjectManagementDocs.com/template/Human-Resource-Plan.doc

5. CONCLUSIONS

As a result of the development of the work or research objectives, the following conclusions are obtained: a Monitoring and Evaluation Results Framework should guide Project design and implementation, which is useful for project management (assessing effectiveness and quality assurance) as well as ensuring accountability and a basis for realignment/adjustment of activities as necessary. A Results framework as planning and monitoring and evaluation tool was developed as illustrated in Appendix five and six.

Using an evidence-based approach, this framework focuses on the project development objective (PDO) to be achieved and the intermediate outcomes expected. A workable plan has never been fully incorporated within the structure of the organization; and the PMBOK® Guide 5th Edition provided a set of good project management practices used by the project team to develop a more thorough project management plan, and to improve the way the company would manage a project as important as monitoring and reporting. A total of eight templates were created that covered the relevant knowledge areas as established by PMBOK® Guide. The templates were designed specifically towards PAP by aligning these with current reporting practices.

The Project Management Plan was created using the analytical research method, and as well, qualitative and quantitative methods were utilized as a tool for the project management plan for the Monitoring and Evaluation of projects at the Poverty Implementation Project. The tools employed to carry out the study were based on the tools specified in the PMBOK Guide and were specific to each objective required:

1. To begin with the project management plan, a performance audit of the current situation was done to determine the baseline data needed for the monitoring and implementation management plan. The audit sought to promote greater public accountability and results-focused monitoring and reporting and provide information to the operations and facilitate proactive

decision-making. An Audit Project Audit & Review Checklist was used and a Summarized Performance Findings and Recommendations were given. Lack of thorough planning, communication, knowledge of common project management practices and record keeping have made proper project execution a challenge and at time resulted in deliverables that do not satisfy with the business need. Proper documentation management can strengthen the monitoring system but PAP office needs strengthening. Documentation of project development offers opportunity to implement changes during execution and the possibility of improvements for future projects. This specific shortcoming was identified and is addressed in SPMM.

2. The Project Charter was the first subsidiary component of the Project Management Plan, resulted as the deliverable for specific objective two. Using a template as a guide to capture and organize the business needs and objectives, project description, preliminary scope statement, initial project risks, project deliverables, summary milestones, and project budget, the Project Charter also included identification of the project manager and the Sponsor's authorization for the project to commence.
3. To define and specify the scope of the project, the project scope statement was the deliverable created for specific objective number three. The preparation of a detailed project scope statement is critical to project success and builds upon the major deliverables, assumptions, and constraints that are documented during project initiation. Ten Steps to Designing, Building and Sustaining a Results Based Monitoring and Evaluation System were incorporated as part of the Project management Plan. This will clearly assist the continuous process of collecting and analysing information to compare how well a project, program or policy is being implemented against expected results.
4. The Schedule Management Plan, the output from specific objective number five, was created along with the schedule tasks of main leads, Schedule Network Diagram, schedule management and control process, in order to

identify and coordinate each project activity to ensure the project's completion within the time constraints/schedule allocated. Timely reporting provides assessments of operational efficiency and improved project management and foster information- sharing, networking and knowledge management.

5. To generate the Cost Management Plan, the output from specific objective number four, a template in Microsoft Excel was used to adequately develop the project budget, and a template was used to capture the Cost Management Plan which will guide the development of cost management performance measures and documents such as the Cost Baseline and the Project Funding Requirements. Currently, cost-benefit analyses do not form part of PAP's ex-ante reviews, instead performance was assessed on the achievement of the intended objectives. The critical areas of inefficiency in the Programme, were related especially (but not exclusively) to the lengthy approval process. It was noted that there were too many levels of decision making/approval and an onerous documentation process and many cost overruns on projects. Returns on investment in community infrastructure and human capital have been shown to outweigh costs.
6. The Stakeholder Management Plan, developed for specific objective six, was also advanced using a template. In addition to the plan, which details how stakeholders will be identified, classified, managed and engaged throughout the project, the Stakeholder Register and Stakeholder Analysis and Level of Engagement were also developed to provide more information for effective stakeholder engagement. The PAP must establish and maintain contact with all stakeholders, especially with the Sponsor Ministry, other social partners and supervising consultants etc. for efficient and effective delivery of project outputs. As more information becomes available, the stakeholder management plan will be further developed to reflect project specific situations.

7. However, the Audit conducted revealed high staff turnover at the PAP was and limited operational and results management capabilities that would delay project implementation. To address specific objective number seven, the Human Resource Management Plan, all human resources required to complete the project were identified and classified in a comprehensive list based on their roles and responsibilities. In addition, the project organization chart, the staffing management approach, and details identifying how the human resources will be managed throughout the project are detailed in the plan.
8. To fulfil specific objective number eight, the Project Communications Plan, a template was used along with a list of all stakeholders and their roles and responsibilities. It is clear that communication with stakeholders is important for ensuring that accurate and timely information is disseminated at the right time and through the right channels. To ensure clear lines of authority and reporting, an organizational flow chart was developed for this project. In addition, a Communications Matrix was developed, detailing all project stakeholders throughout the project lifecycle, and ensuring that the information disseminated during the project is done so at the right time, in the right format, to the right people. It is anticipated that the communication plan will increase Programme effectiveness, share lessons learnt and best practices among Programme stakeholders and enhance visibility of the activities of the project.

6. RECOMMENDATIONS

Having completed the exercise, the following recommendations to the Oversight Entity (OE)/Board of Directors of the Poverty Alleviation Programme are as followed:

1. Having completed the Audit, the PAP management and staff have a strong commitment to results-based management. A review of the system found that the current monitoring requirements contributed to system complexity, burdening users at all levels of reporting. Completion of reports has been subject to frequent delays or no reports at all. The recommendations are for streamlining of reporting activities example reducing the number of Monitoring Reports, and the frequency of performance audits to biennially. A new PAP Comprehensive M&E System and Impact Assessment Framework should be included in the revised Operations Manual.
2. PAP should employ formal Project Management methods to increase the likelihood of project success. Also incorporate within the plan, an M&E framework where data collection, processing and reporting are automated where possible.
3. PAP project management team should develop a subsidiary plan of the Project Management Plan to ensure that all planning subsets for each knowledge area or respective application area are thorough and accurate.
4. Currently, cost-benefit analyses do not form part of PAP's ex-ante reviews, instead performance was assessed on the achievement of the intended objectives. Cost –benefit analyses should be incorporated in the project management plan.
5. PAP has a strong emphasis on continuous learning and improvement as evidenced by the innovations introduced. Although the scheduling of the number of consultancies placed pressure on the logistical capacity of the

- IAs, the focus on capacity building and operational change management will redound to the benefit of the Programme in the future.
6. Project design and implementation should be guided by an M&E Results Framework which is useful for project management (assessing effectiveness and quality assurance) as well as ensuring accountability and a basis for realignment/adjustment of activities as necessary.
 7. The Senior manager of the organization should ensure that the project management team be hired and in place prior to the execution of any project and ensure that this team conduct all project planning related activities in order to enhance the proper management of the project during its lifecycle.
 8. PAP management team should utilize a document management and storage system, to organize and store all documents created for future use and review. Documentation of project development offers opportunity to implement changes during execution and the possibility of improvements for future projects.

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8. APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER

PROJECT CHARTER

Date	Project Name:
February 19, 2018	Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica 128
Knowledge Areas / Processes	Applicacion Area (Sector / Activity)
<p>Knowledge areas:</p> <ul style="list-style-type: none"> Project Integration Management Project Scope Management Project Time Management Project Cost Management Project Quality Management Project Stakeholder Management Project Risk Management Project Communication Management Project Human Resource Management <p>Process groups: Initiation, Planning, Monitoring and Controlling</p>	Project Implementation (Social/Poverty Alleviation)
Start date	Finish date
Febraury 19, 2018	August 24,2018
Project Objectives (general and specific)	
<p>General Objective: To develop a Project Management Plan for the Poverty Alleviation Programme (PAP) in Dominica in order to improve project performance through the implementation of a monitoring and implementation system by quarter 2 (q. 2) 2018.</p> <p>Specific Objectives:</p> <ol style="list-style-type: none"> 1. To perform a performance audit of the current situation to determine the baseline data needed for the monitoring and implementation management plan; 2. To create a project charter to formally authorize the project and provide the project manager with the power to apply project resources to create the project management plan. 3. To develop the project scope statement to outline the project's deliverables are achieved and identify the constraints, assumptions and key success factors. 4. To develop a time management plan to ensure that planning is done within the schedule allocated / time constraints. 5. To develop a cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose. 6. To construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact on project success. 7. To develop a Human Resource Management plan with emphasis on the Organisational Chart to ensure that all human resource are managed efficiently and the roles and responsibilities of team members are planned out throughout the Project. 8. To create a communication management plan to allow for timely transfer and management of information to all stakeholders and project performance are adequately monitored and reported. 	
Project purpose or justification (merit and expected results)	
<p>PAP has responded to poverty, particularly in rural and inner urban areas, through investments in community infrastructure and related services in sanitation, access roads and drainage and education initiatives. PAP implemented projects have generated a visible impact in terms of social and economic benefits to communities throughout the state.</p> <p>While it is still considered as important, recent evaluations reports and sector assessments have concluded that impoverished communities are still underserved. Ineffective Management of the organistion and project funds have affected the overall pace of disbursement of funds to those who are in dire need of it. Several factors such as pace and quality of Project Implementation, donor/Sponsor coordination, coordination arrangements and their functioning, time frames, institutional performance,</p>	

availability/adequacy of budget, staff, equipment and hired consultants have all affected the performance of the sole funded agency.

At the end of this project “ To develop a Project Management Plan for the effective Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica ,” it is anticipated that the progress towards meeting the Program’s established goals will be improved and further strengthen the monitoring and implementation of the organisation and the growing demands for transparency and accountability at the PAP. In simpler terms, the Project Manager will know what to do in order to deliver and achieve the overall goals of the instituiton.

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

Project Deliverables: Overall deliverable is the development of a Project management Plan to revamp the institutional and coordination activities of PAP.

The following subsidiary plans will capture the following information:

- integration management plan – project charter
- time management,
- cost management,
- communications management,
- risk management,
- stakeholder management and
- scope management
- Lessons Learned Report
- Implementation/ monitoring Plan

Assumptions


- It is assumed that there is an availability of funding (\$118,000) for the development of the Plan for the PAP.
- It is assumed the manger/management team will support the plan and adapt the recommendations made
- Stakeholders review and provide feedback on the Project Management Plan on a timely manner

Constraints

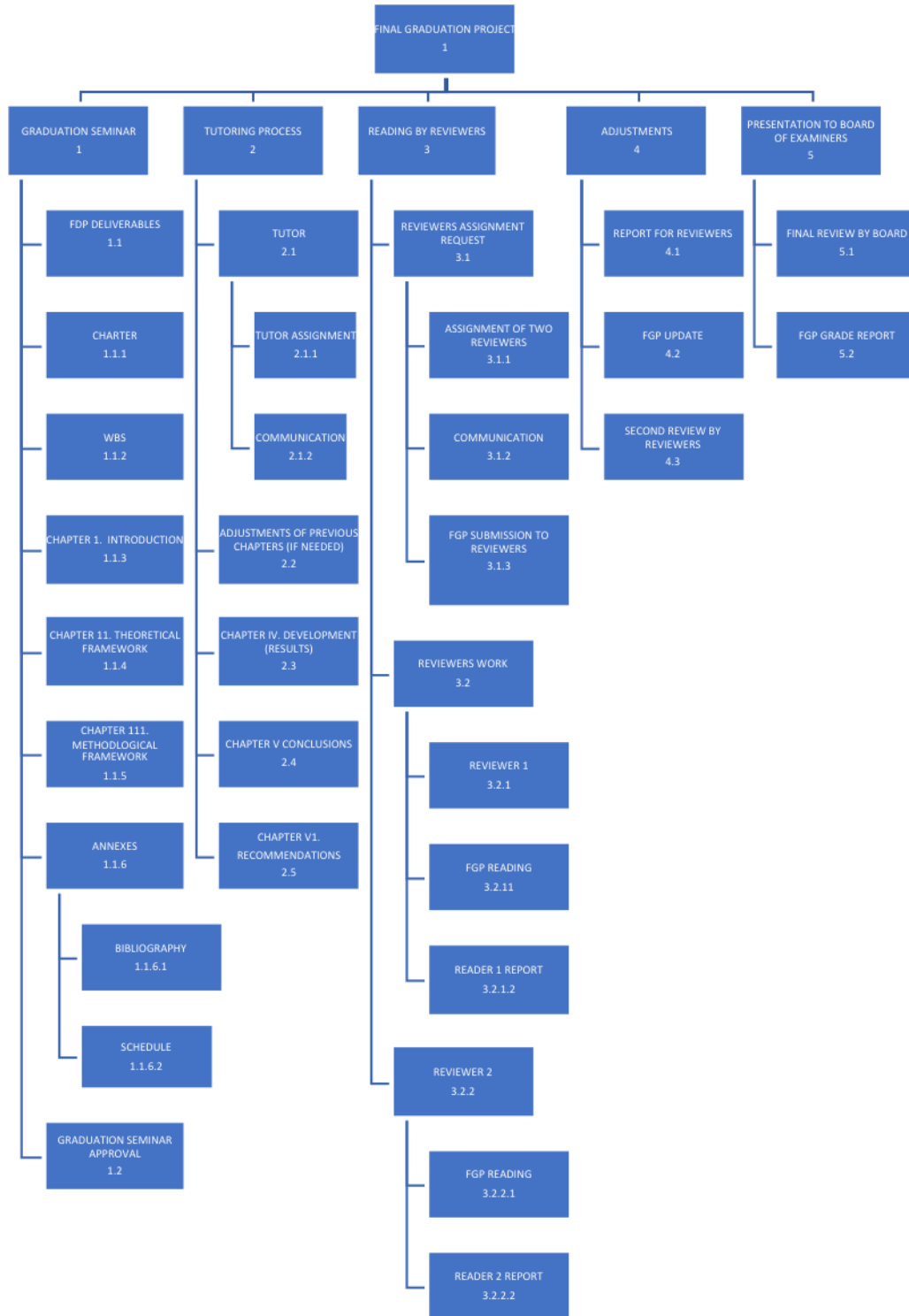
- Time given for the completion of the Final Graduation Project may not be adequate
- Limited funding by the student to thoroughly carry out the FGP.
- Language barrier between student and tutor in fully communicating with one another

Preliminary risks

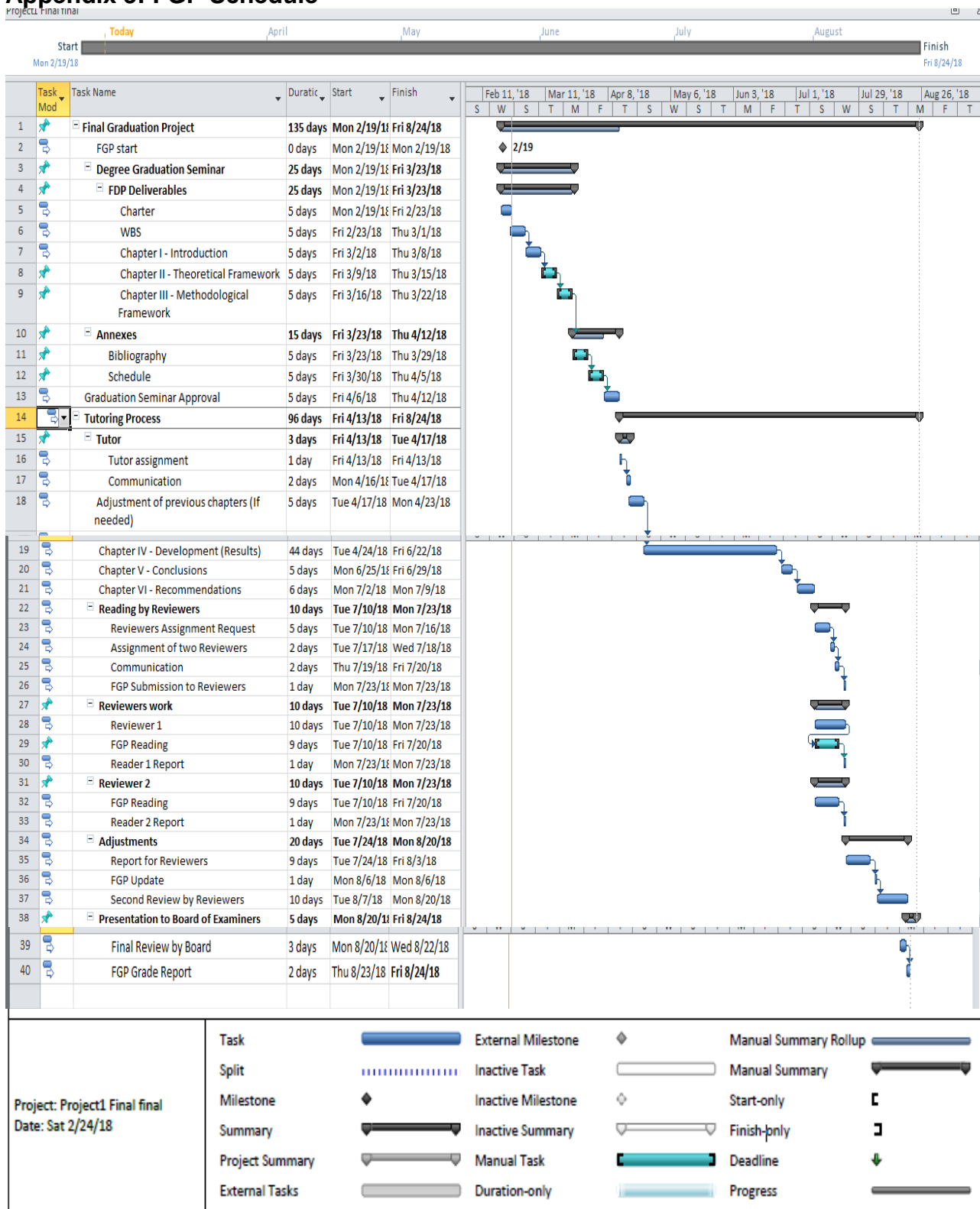
- Lack of funding may delay the project, impacting project quality, cost and time.
- PAP may not be receptive in granting confidential information to the Final Graduation Project which may cause delays impacting time
- If support and feedback given by tutor in timely, the project management plan may not be completed on time.

Budget		
No.	Activity	Estimated Cost
1	Project Planning to include Case study/Baseline Date	40,000
2	Design, Development	60,000
3	Monitoring and Evaluation	10,000
4	Transition and Closeout	8,000
	TOTAL	118,000
Milestones and dates		
Milestones	Start date	End date
FGP Deliverables	February , 2018	August, 2018
Tutoring Process	April, 2018	August, 2018
Reading by reviewers	July, 2018	July, 2018
Adjustments	July, 2018	August, 2018
Presentation to the Board of Directors	August , 2018	
Relevant historical information		
<p>Poverty Alleviation Programme (PAP) is a locally instituted program managed by the Government. It began as the Basic Human Needs/Employment Sector Project in 1979. It was an initiative of the Government with assistance from the United States Agency for International Development (USAID). Majority of its funding is from Donor agencies/ Sponsors through grant funding. The programme targeted the improvement of living conditions in rural communities, which have become trapped in poverty. It allows beneficiaries to actively participate in the development process and provides the means for direct delivery of basic public services to impoverished communities. PAP funds are available to impoverished rural communities. Agencies and groups who work within such communities may seek to source funds for viable, poverty reduction projects.</p> <p>Agencies/groups include:</p> <ul style="list-style-type: none"> Local Government Authority (Village Councils) Community Based Organisations, e.g., youth groups Non-government Organisations (NGOs) Government Agencies <p>Limited guidance offered on 'how to' implement the system including development of relevant outcome indicators, design data collection tools, collect data (baseline and periodic) and compile reports has continuously affected the institution. Effective system implementation therefore requires the capacity to develop a progress reporting schedule for outcomes (immediate/intermediate) which means data needs to be collected prior to the intervention, on completion of the intervention and at periodic intervals during the defects liability period if that is the period during which outcomes are being tracked.</p>		
Stakeholders		
<p>Direct stakeholders: Sponsor, Funding Agencies, Board of Directors/Oversight Entity, Beneficiaries Indirect stakeholders: Project Manager, Consultants, Contractors, Non-Governmental Organisations (NGO's), Implementing Agency support staff</p>		
Project Manager: Carla Watt-Walsh		Signature: 
Authorized by:		Signature:

Appendix 2: FGP WBS



Appendix 3: FGP Schedule



Project: Project1 Final final
Date: Sat 2/24/18

Task		External Milestone		Manual Summary Rollup	
Split		Inactive Task		Manual Summary	
Milestone		Inactive Milestone		Start-only	
Summary		Inactive Summary		Finish-only	
Project Summary		Manual Task		Deadline	
External Tasks		Duration-only		Progress	

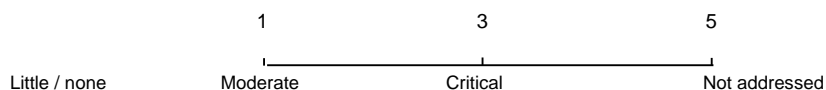
Appendix 4: Project Audit & Review Checklist

Project Audit & Review Checklist

The following provides a detailed checklist to assist the PPO with reviewing the health of a project:

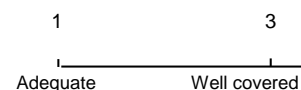
Relevance (at this time)

(How relevant is this attribute to this project or audit?)
weakness)



Theory & Practice

(An indication of this attribute's strength or



Item	Attribute	Relevance	Practice	Assessment
1	Project Planning			
1.1	Does the project have a formal Project Plan?			
1.2	Are the key elements of a Project Plan present? a. Project Definition & Scope? b. Project Objectives? c. Cost / Benefit Analysis? d. Staffing Requirements? e. Time Line? f. Critical Success Criteria (if we meet these, we've met our goals?)			
1.3	Have all stakeholders been identified?			
1.4	Is a Stakeholder Management plan in place? Have project accountabilities & responsibilities been clearly defined?			
1.5	Have the scope, objectives, costs, benefits and impacts been communicated to all involved and/or impacted stakeholders and work groups?			

Project Review Checklist

Item	Attribute	Relevance	Practice	Assessment
1.6	a) Have all involved stakeholders and work groups committed to the project? b) Have all necessary approvals been obtained?			
1.7	Has a project Communications Plan been developed?			
1.8	Are funding and staffing resource estimates sufficiently detailed and documented for use in planning and tracking the project?			
1.9	Does a documented project organizational policy & plan (i.e. governance model) exist?			
1.10	Have adequate resources been provided by management to ensure project success?			
1.11	Is current scope of the project substantially different than that originally defined in the approved project plan?			
1.12	Has the approach and development strategy of the project been defined, documented and accepted by the appropriate stakeholders?			
1.13	Have project management standards and procedures been established and documented?			
1.14	Is there a Steering Committee in place?			
1.15	Is the Steering Committee active in project oversight?			
1.16	Are there procedures in place to effectively manage interdependencies with other projects / systems?			

Item	Attribute	Relevance	Practice	Assessment
2	Project Management			
2.1	Have the key elements of a coherent project management strategy been established? a. Project tracking plan & methodology b. Project status reporting structure & process c. Issues Management process & tracking plan d. Quality Assurance			
2.2	Project Scheduling & Tracking			
2.2.1	Has a structured approach been used to break work effort into manageable components?			
2.2.2	Are team members involved in the development of activity & task decomposition?			
2.2.3	Are individual tasks of reasonable duration (8–40 hrs)?			
2.2.4	Are milestone deliverables effectively tracked and compared to project plan?			
2.2.5	Does the detailed project plan identify individual responsibilities for the next 4–6 weeks?			
2.2.6	Have activity relationships and interdependencies within tasks been adequately identified?			
2.2.7	Are target dates established for each milestone deliverable?			
2.2.8	Are corrective actions taken when actual results are substantially different from detailed project plan? Describe.			

Item	Attribute	Relevance	Practice	Assessment
2.2.9	Are changes in deliverable commitments agreed to by all affected groups & individuals?			
2.2.10	Is the organization structure for both tracking & controlling project activities work products & costs (effort, schedule & budget) well defined and assigned to a specific individual?			
2.2.11	Are measurements and feedback mechanisms incorporated in tracking work effort & refining work estimating techniques?			
2.2.12	Have procedures for identifying variances from estimates & adjusting the detailed work program been established?			
2.2.13	Is project work proceeding in accordance with the original project schedule?			
2.2.14	If not, have all project delays been adequately accounted for, communicated to all stakeholders and adjustments made in overall project schedule?			
2.2.15	Is there general agreement & acceptance of the current status and progress of the project?			
2.2.16	Is an industry recognized mechanized support tool(s) being used for project scheduling & tracking?			
2.2.18	Is it possible to track all classes of project work (e.g. scheduled, un-scheduled, defect repair, etc.)? Can you compare work done to the baseline?			

Item	Attribute	Relevance	Practice	Assessment
2.3	Project Status Reporting			
2.3.1	Is project status reviewed with senior management at appropriate intervals? What are they? a. Overall status A .Project performance (achievements & milestones) b. Open issues c. Action items d. Cost & time performance against plan e. Quality f. Stakeholder involvement			
2.3.2	Are internal project status meetings held at reasonable intervals?			
2.3.3	Are sub-project reviews held at reasonable intervals?			
2.3.4	Have adequate procedures been put in place for project coordination and status reporting across project boundaries (i.e. interdependent software development among interfacing systems)?			
2.3.5	Do project teams & team members report on status / activities / progress?			
3	Quality Management			
3.1	Does the project have a 'Quality Culture'?			

Item	Attribute	Relevance	Practice	Assessment
3.2	Does the plan address key project elements? a. Project Planning? Project Management?			

4.3	Stakeholder Management			
4.3.1	Is there a formal set of procedures supporting Stakeholder Management?			
4.3.2	Is it standard practice to formally commit stakeholders to the project via agreements?			
4.3.3	Does a comprehensive set of Stakeholder Agreements exist? Do we have statements delineating what each stakeholder has agreed to do?			
5.0	Human Resource			
5.1	Are all resource assumptions documented?			
5.2	Does the project team have the skills necessary to successfully complete current project(s) and support the application?			

Item	Attribute	Relevance	Practice	Assessment
5.3	Have arrangements been made to obtain special expertise or competence by consulting or referencing: a. Similar projects? b. Published materials? c. Personnel with expertise? d. Outside experts?			
5.4	Have the personnel with the necessary skills and competence been identified and has agreement for their participation in the project been reached with the appropriate management?			

5.5	Is there a project organization chart showing the reporting relationships and responsibilities for each position?			
5.6	Has a proper project work location been established that will allow the team to work together with user personnel?			
5.7	Does the detailed work plan match the complexity of tasks with the capabilities of personnel?			
5.8	Has allowance been made for vacations, holidays, training (learning time for each team member), staff promotions & staff turnovers?			
5.9	Has adequate time for orientation & training of project staff been provided for in relation to technical nature of the Application and the experience levels of project personnel?			
5.10	Has appropriate allowance been made for the effect of the learning curve on all personnel joining the project who do not have the required prior industry, functional & technical expertise?			
5.11	Are the appropriate IT resources adequate to meet planned commitments?			

Item	Attribute	Relevance	Practice	Assessment
5.12	Are enough systems & user personnel assigned to the project?			
5.13	Are the people assigned to the project sufficiently qualified?			
5.14	Are project managers participating in the project adequately to know its true status first hand? a. Is a qualified person sufficiently involved in each critical area? b. Are communication lines working?			
5.17	Are project leaders committed to this project full time?			
5.18	Are project team members committed full-time?			

6.0	Communications			
12.1	Has the cost effectiveness of the networks been measured & compared against estimates in the Business Case?			
12.2	Is there adequate project-based technical support?			
12.3	Is there adequate vendor-based technical support?			
12.4	Do the networks meet reliability requirements?			
12.5	Do the networks represent 'State-of-the Art'?			

Item	Attribute	Relevance	Practice	Assessment
13.10	Are Help-desk functions well-defined, efficient and adequately resourced?			

(ADAPTED From Ram Srivastava, 2012)

Appendix 5 Poverty Alleviation Programme – Logical Framework

POVERTY ALLEVIATION PROGRAMME - LOGICAL FRAMEWORK								
No	Indicators	Data Source	Who will collect?	Frequency	Baseline Value and Year	Target and year	Results	
	To Reduce Poverty and Vulnerability							
1	Overall Objective	Number of persons living in poverty reduced by 20%	CPA Data	OE	End of Project	40% of Population (2010)	20% Poverty (2009)	N/A
2	To reduce poverty and vulnerability	Commitment from government and/or other donors to fund PAP beyond end of EC funding	Board of PAP, Letters of commitment					
3	Purpose	Number of vulnerable group plans developed and funded by SIF and other donors	PAP			N/A		
4	PAP provides access to basic social services, income generating opportunities and assistance for targeted poor communities and vulnerable groups, and supports social and poverty reduction policy	Number of community plans developed and funded by SIF and other donors				N/A		
5		At least 90% of target population utilizes and benefits from community projects			End of Project		10,000 ultimate beneficiaries	
	Result Areas	Targeting, Output and Impact Indicators						
6	Beneficiary vulnerable groups supported	Up to 20 capacity-building projects for NGOs and agencies working with	capacity assessment records, monitoring reports				Up to 20 by year 3	

POVERTY ALLEVIATION PROGRAMME - LOGICAL FRAMEWORK							
No	Indicators	Data Source	Who will collect?	Frequency	Baseline Value and Year	Target and year	Results
		vulnerable groups to improve their living conditions and access to social services developed, approved and monitored by end of Year 3					
7	Beneficiary vulnerable groups supported - capacities of vulnerable groups and key intermediary agencies strengthened and empowered to develop and implement plans, strategies, policies and projects to prove their living conditions and livelihoods	Up to 5 projects per vulnerable group promoted and monitored with targeted poor communities by the end of Year 3	capacity assessment records, PAP records/monitoring reports, participatory M&E records, project records			5 by the end of year 3	
		Education/Social Safety Net					
		Older Persons					
		Children at risk					
		Youth at Risk					
		Physically and Mentally Challenged					
		Geographically Targeted Poor					
		Women					
		Carib Community					
		Research on Poverty					
8		Number of direct beneficiaries by vulnerable group (completed projects)					
		Education/Social Safety Net					
		Older Persons					
		Children at risk					

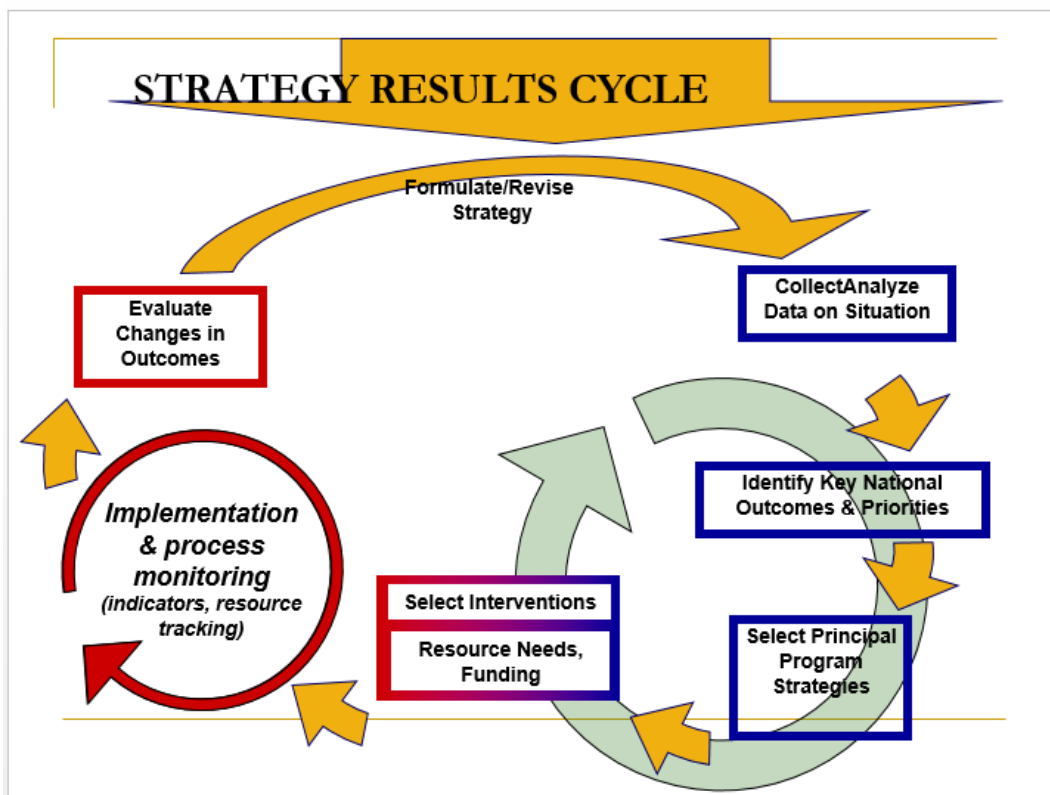
POVERTY ALLEVIATION PROGRAMME - LOGICAL FRAMEWORK							
No	Indicators	Data Source	Who will collect?	Frequency	Baseline Value and Year	Target and year	Results
		Youth at Risk					
		Physically and Mentally Challenged					
		Geographically Targeted Poor					
		Women					
		Carib Community					
		Research on Poverty					
9	Living standards of geographically targeted poor in beneficiary communities raised	Up to 11 instances of community involvement and participation of poorest in community-based projects to improve living conditions and livelihoods in 5 of the poorest parishes				Up to 11 instances in 5 poorest communities by year 3	
10	Communities empowered and needs addressed, technical and organizational and technical capacities of organizations working with poor families and others lacking services in disadvantaged communities improved	Up to 10 project plans developed and application submitted by end of Year 3	Training reports, capacity project M&E records, PAP records, project plans			Up to 10 by end of year 3	
11		Up to 18 projects promoted and monitored with targeted poor communities				18 by the end of year 3	
12	Prioritized gaps in social services and/or social safety net provision addressed	Up to 10 priority social services or safety net projects/programmes supported in deprived areas where there is lack of access to basic	PAP monitoring reports			10 by the end of year 3	

POVERTY ALLEVIATION PROGRAMME - LOGICAL FRAMEWORK							
No	Indicators	Data Source	Who will collect?	Frequency	Baseline Value and Year	Target and year	Results
		services, by end of Year 3					
13		Up to 2 partnerships with organizations for expanding and improving outreach to beneficiaries based on community-defined needs in remote areas by end of Year 3				2 by year 3	
14	Poverty Reduction policy informed by PAP interventions	Up to 2 training programmes launched for building capacity of public institutions in local planning, community based project implementation				2 by year 3	
15		Up to 3 lesson sharing and policy debates initiated by PAP				3 by year 3	
16	SIF fully established and functioning with transparent and accountable systems, effective external co-ordination	PAP management and staff recruited, office fully equipped and operational by end of second quarter					
17		Operations manual finalized, approved and in use by end of third quarter					
18		Establishment of a Monitoring and Evaluation System					

POVERTY ALLEVIATION PROGRAMME - LOGICAL FRAMEWORK							
No	Indicators	Data Source	Who will collect?	Frequency	Baseline Value and Year	Target and year	Results
	Operational Capacity and Efficiency						
19	Amount of financing committed	Financial Report	Accountant	Annually	EC\$40,564,000.00		
20	Amount of financing disbursed		Accountant	Monthly			
21	Total number of projects received	project tracking database	M&E	Monthly	N/A		112
22	Number of projects received vs. number of projects that are approved	project tracking database	M&E	Monthly			
23	Time span between project proposal submission and project appraisal	project tracking database	M&E	Monthly			
24	Time Span between project appraisal and approval	project tracking database	M&E	Monthly			
25	Time span between approval and actual implementation	project tracking database	M&E	Monthly			
14	Time span between start and completion of project	project tracking database		Monthly			
16	Number of approved projects	PAP status report					
17	Time-span between contract signing and first disbursement	project tracking database					
19	Number of projects completed	PAP status report					
20	Number of projects completed on time	project tracking database					
21	Percentage of projects suspended/cancelled due to poor	project tracking database					

POVERTY ALLEVIATION PROGRAMME - LOGICAL FRAMEWORK							
No	Indicators	Data Source	Who will collect?	Frequency	Baseline Value and Year	Target and year	Results
		performance					
	Procurement						
22		Number and cost of contracts awarded through national competitive bidding	Procurement		Monthly		
24		Number and cost of contracts awarded through local shopping	Procurement		Monthly		
25		Time span between tendering and award of contract	Procurement		Monthly		
		Number of Tenders by Type and Amounts	Procurement		Monthly		
		Number of Contractors awarded contracts	M&E				
		Number of Short-term employment	M&E				

Appendix 6 Poverty Alleviation Programme- Recommended Strategy Results Cycle



Appendix 7 FGP Philology Credentials



**Office of Academic Affairs
Dominica State College**

Stockfarm Campus, P.O. Box 2066, Roseau, Dominica

Universidad Para La Cooperacion Internacional (UCI)
Calle 35, San José
10101, Costa Rica

June 7, 2018

To Whom It May Concern:

This statement verifies that I have read, thoroughly reviewed and corrected the FGP of Carla Watt-Walsh entitled "Project Management Plan for the Monitoring and Implementation of the Poverty Alleviation Programme (PAP) in Dominica."

am a qualified expert practitioner in the field of English Language and Literatures and also certify that the documents presented of my credentials are true and valid documentation to prove my degree qualifications.

I am currently the Registrar and Dean of Academic Affairs at Dominica State College where I have been employed since 2014. I am also the Founder and Director of Create Caribbean Research Institute at Dominica State College, which focuses on academic and technology-based research in the arts, humanities and social sciences.

Please contact me if you have any additional questions.

Sincerely,



Schuyler K Esprit, PhD

Contact:

Email: academicaffairs@dsc.edu.dm

Phone: (767) 255-8139

Website: www.dsc.dm

The Board of Regents of the University System of Maryland

UNIVERSITY OF MARYLAND

In recognition of the successful completion of the regular course of study and in commemoration of the character of the

Graduate School

by virtue of authority granted by charter of the State of Maryland hereby confers upon

Schugler K. Esprit

the degree of

Doctor of Philosophy

English Language and Literature

with all the honors, rights, and privileges the same appertaining.

In witness whereof this Diploma, signed by the authorized officers

of the University and sealed with the corporate seal of the University, is granted

Given at College Park, Maryland, on the twenty-first day of

December in the year two thousand eleven

Agnes K. Hill

Chancellor of the Board of Regents of the University System of Maryland

William D. Hill

President



Cliff Kudson

Secretary

John L. ...

Treasurer

