

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

**DESIGN OF A PROJECT MANAGEMENT OFFICE (PMO)
IN THE MINISTRY OF NATIONAL MOBILISATION, SOCIAL DEVELOPMENT, THE
FAMILY, GENDER AND YOUTH AFFAIRS**

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REQUIREMENTS FOR THE
MASTER IN PROJECT MANAGEMENT (MPM) DEGREE

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This Final Graduation Project was approved by the University as
partial fulfillment of the requirements to opt for the
Master in Project Management (MPM) Degree

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DEDICATION

This Final Graduation Project is dedicated to my dearly departed grandmother – Olive Quammie – who in so many ways and through many sacrifices molded me into a strong and independent woman, and who ensured that I was provided with the necessary resources and moral support so that I can reach my fullest potential.

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ABBREVIATIONS AND ACRONYMS

- FGP – Final Graduation Project
- JJRP – Juvenile Justice Reform Project
- MoNMSD – Ministry of National Mobilisation, Social Development
- OECS – Organisation for Eastern Caribbean States
- PMBOK – Project Management Book of Knowledge
- PM – Project Management
- PMI – Project Management Institute
- PMO – Project Management Office
- PS – Permanent Secretary
- SDGs – Sustainable Development Goals
- SMT – Senior Management Team
- SVG – St. Vincent and the Grenadines
- TMT – Top Management Team
- UNDP – United Nations Development Programme
- USAID – United States Agency for International Development

EXECUTIVE SUMMARY (ABSTRACT)

St. Vincent and the Grenadines, with an estimated population size of 109,991 (2012) is faced with a host of social issues that plague the poor, vulnerable and disadvantaged populations. As at 2008, 37.5% of the population was deemed poor and 25.7 indigent. The Ministry of National Mobilisation and Social Development (MoNMSD) is mandated with the responsibility for social development and social transformation through poverty eradication mechanisms that are aimed at the poor and vulnerable populations in the country. These poor and vulnerable groups comprise children, women, the elderly, and disabled. Hence, the Government of SVG, through the MoNMSD, continuously develops policies and implements programs geared towards transforming the lives of the vulnerable and disadvantaged groups so that they can function effectively in society. These programs implemented are recurrent programs of the Ministry using local revenue derived from taxes or are special projects funded by external agencies. Projects are then managed and implemented by different divisions within the MoNMSD. However, there is no clearly defined structure to ensure consistency and proper management.

The general objective of the Final Graduation Project (FGP) is to design a Project Management Office (PMO) for the effective and efficient management of all social development projects in the MoNMSD in St. Vincent and the Grenadines. The specific objectives are as follows: objective 1- to conduct a gap analysis to determine the type and level of PMO required, objective 2 – to develop the PMO Charter to outline the mission, vision, strategic objectives, and an action plan of specific deliverables and success measures, objective 3 – to develop an operating process to enable effective communication, governance and change management, and objective 4 – to define the organizational structure, roles and responsibilities of the PMO to ensure sustainability and effective coordination.

The methodology selected for this research project utilized a mixed-methods approach, involving a blend of both qualitative and quantitative methods. Data collection methods included the use of interviews, open-ended surveys, literature review exercises among others as a means of gathering the necessary data to achieve the objectives of the FGP.

In conclusion, the MoNMSD has been implementing social development projects without any formal project management structure and the use of international standards. This FGP has provided this writer with the opportunity to design a PMO to counter the issues just highlighted prior, and which will allow for the effective and efficient management of projects in the MoNMSD.

Through the conduct of a gap analysis, it was revealed that the ministry had strengths in the form of adequate staffing and political support, while the weaknesses were related to the physical fragmentation of the various divisions in the ministry that hindered effective communication. There was a clear indication that a functional PMO was needed to be developed to dictate best practices for handling the project management

processes in the ministry. As such, it was determined that a Directive PMO would be the most suited management type for the MoNMSD. This PMO type would be high-level and assist the ministry in aligning projects with the established organizational strategy.

Furthermore, a PMO Charter was drafted to provide the organizational mandate for the PMO, with the defined vision, mission, strategic objectives, and roles and responsibilities of the PMO. As a supplement, an operational process was developed to outline the various steps to be undertaken when the PMO is charged with executing and managing a project. This includes the intake or collection of project proposals, the prioritization of the proposals against the organizational strategy, the application of PMO framework and tools, and making changes to projects.

As a specific objective of this FGP, it was also established that the PMO should reside within the Policy and Administration Division of the MoNMSD to provide managerial support for all social development projects and programs with the use of best practices and standards. The PMO should be led by a PMO Manager with a support team headed by two (2) project managers.

Pursuant to the results obtained in this FGP, and to ensure that the objectives of this FGP are realized, it is recommended that upon approval of this design by the Permanent Secretary, a special taskforce be established within the MoNMSD to review the PMO design and develop the requisite implementation plan. This plan ought to be presented to the internal stakeholders through rounds of consultation to allow for participation and buy-in that would result in the smooth implementation and growth of the PMO. Furthermore, it is recommended that Cabinet's approval be sought for the establishment of the PMO within the MoNMSD, followed by requesting the necessary resources to operationalize the PMO.

1 INTRODUCTION

1.1. Background

This Final Graduation Project (FGP) is based on the programs and projects implemented by the Ministry of National Mobilization, Social Development, The Family, Gender and Youth Affairs (MoNMSD), St. Vincent and the Grenadines. The goal of the MoNMSD is to assist in the social development of the citizens of St. Vincent and the Grenadines (SVG) through its programs in the areas of child development, community and cooperative development, gender development, social policy, social protection and youth development.

The Ministry is cognizant of its role in national development and is seen as the hub of the Government's social agenda. As such, The Ministry considers poverty reduction with all its attendant challenges as a fundamental goal for reinforcing peace and stability, achieving sustainable development and building social equity amongst the people.

The Ministry uses a holistic approach in addressing these social challenges confronting the nation with particular emphasis on the Sustainable Development Goals (SDGs), which include eradicating extreme poverty and hunger, and promoting gender equality and reducing social inequalities.

1.2. Statement of the problem

The MoNMSD has the mandate for providing social protection to the poor, disadvantaged and vulnerable populations in St. Vincent and the Grenadines. The MoNMSD was created since the country gained political independence from Britain in 1979. The provision of social welfare assistance, popularly known as "poor relief", was its main focus. Funding for this program was derived principally from local sources, primarily using revenues derived from direct taxes on personal emoluments, or indirect

taxes such as goods and services tax. Additionally, external support is continuously sought in the form of financial and technical support from regional and international agencies to provide holistic services, and to enhance the programmatic delivery of services to the clientele.

The MoNMSD undertakes approximately four (4) projects per year. These are coordinated and managed by three (3) officers within their respective divisions. Currently, the projects in place are:

- The Community Poverty Alleviation Project funded by the Caribbean Development Bank
- The Juvenile Justice Reform Project funded by The Organization for Eastern Caribbean States (OECS) and the United States Agency for International Development (USAID)
- The Social Protection Project and the Multi-Dimensional Approaches to Poverty Eradication, which are both funded by OECS/UNDP/Government of Chile.

The sponsors provide the necessary technical and financial assistance to implement the projects' activities.

There is no formal project management structure within the MoNMSD. However, this task is embedded within the scope of duties and responsibilities of the Director of Social Development, who along with the Social Policy Analyst, explore reform opportunities and develop project or policy proposals. These are then implemented once approval is given. In other cases, divisional/functional heads are responsible for project implementation according to the scope and parameters of their mandate.

Different divisions within the ministry manage these projects, however, they do so in an unstructured and ad hoc manner that is contrary to standard and best practices

In addition, only two of the three project coordinators (2) possess higher qualifications in Project Management.

The proposal for the design of a Project Management Office (PMO) is intended to assist the ministry in implementing an organization-wide project planning methodology that will bolster the efficiency of the ministry's operations while eliminating communications and organizational breakdowns. This need was observed following the preparation and presentation of the 2017 - 2019 budgets of estimates for the MoNMSD to the Ministry of Finance for review and approval. There were questions posed by the Budget Director related to the status of projects, unaccomplished deliverables and milestones. A recommendation was made for a more structured approach to the management of projects, especially in light of the World Bank project that was in its negotiation stage at that time.

1.3. Purpose

The purpose of the FGP is to design a PMO for the MoNMSD to consolidate its project management activities into a single group, including the scheduling and daily maintenance of projects implemented by the organisation.

The FGP would investigate the current project management activities within the MoNMSD in order to identify the gaps or challenges experienced in managing projects within that organization and develop an action plan as a response mechanism.

The proposal for the design of a Project Management Office (PMO) is intended to assist the ministry in implementing an organization - wide project planning methodology that will allow the ministry's operations to scale

rapidly without suffering from communication and organizational breakdowns.

This PMO will serve to deliver project support to the MoNMSD and its clients by providing guidance in project management processes and methodologies in a manner that is efficient, consistent and standardized.

1.4. General objective

To design a PMO for the effective and efficient management of all social development projects in the MoNMSD.

1.5. Specific objectives

- To conduct a gap analysis to determine the type and level of PMO required.
- To develop a PMO Charter to outline the mission, vision, strategic objectives in order to provide the new PMO with a clear guide and purpose.
- To develop an operating process to enable effective communication, governance and change management.
- To define the organizational structure, roles and responsibilities of the PMO to ensure sustainability and effective co-ordination.

2 THEORETICAL FRAMEWORK

Company/Enterprise framework

The MoNMSD plays a key role in national development, and constitutes the hub of the government's social policy agenda in St. Vincent and the Grenadines. To this end, the ministry considers poverty reduction with all its attendant challenges, a fundamental requirement for the maintenance of peace and stability, the achievement of sustainable development goals, and the building of social equity among its people. In addressing the social challenges that confront the nation, the ministry utilizes a holistic approach with particular emphasis on the achievement of Sustainable Development Goals (SDGs) in St. Vincent and the Grenadines.

St. Vincent and the Grenadines is a small island state located in the Southern Caribbean. Geographically, it is made up of the main island of Saint Vincent and an archipelago of thirty-two (32) smaller islands and cays. St. Vincent lies approximately 32 kilometers south-west of St. Lucia, and 160km west of Barbados. It is 30km long and is 18km at its widest point.



Figure 1 - Map of St. Vincent and the Grenadines

According to the 2012 population census, the total population of Saint Vincent and the Grenadines stood at 109,991, sub-divided among 53,353 females and 55,835

males. (See Chart 1) In addition, the number of households in SVG in 2012 was 36, 829 with an average of 4.0 persons per household. A Country Poverty Assessment carried out in 2008 revealed that 30.6% of households, roughly 37.5% of the population, remained below the poverty line, and 20.4% of households and 25.7% of the population were classified as being indigent.

Chart 1: Total Institutional and Non-institutional Population by Sex – 2012

INSTITUTIONAL POPULATION						
	Household Population	Homeless Population	Prisons	Hospitals, Mental Homes & Nursing Homes	Other Institutions or Special Living Arrangements	Total
Male	55,835	84	371	101	28	56,419
Female	53,353	1	12	186	20	53,572
TOTAL	109,188	85	383	287	48	109,991

(Source: St. Vincent and the Grenadines, Population and Housing Census Preliminary Report)

Mission and vision statements

The Mission Statement of the MoNMSD is “to engage in social transformation through social empowerment, social protection and social justice, using National Mobilisation, Social Development and Youth.”

The ministry’s Vision Statement is “to develop and implement policies and programs that would support and create a framework where the disadvantaged and indigent can be supported.”

Organizational structure

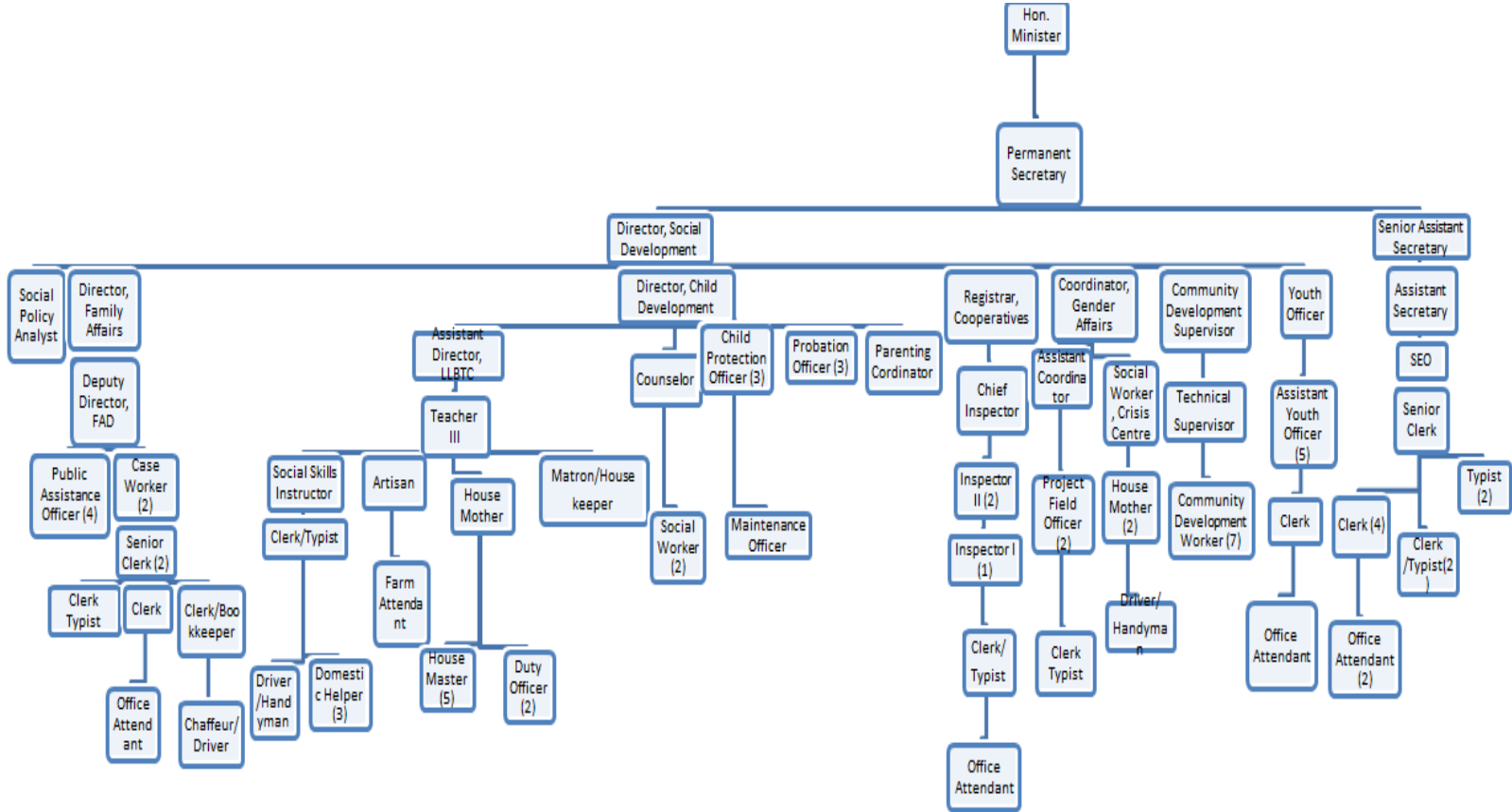


Figure 2 - Organizational Structure of the MoNMSD (Source: MoNMSD Corporate Plan and Advance Proposals: 2017 – 2019)

There are five (5) divisions within the MoNMSD:

1. Policy Development and Administration
2. Social Protection
3. Child Development
4. Community and Co-operative Development
5. Youth Development

The ministry is led by the Honourable Minister, who provides policy direction, while the Permanent Secretary provides operational oversight. The Director of Social Development is responsible for the effective implementation and evaluation of all programs in the ministry. In addition, each division is managed by a supervisor responsible for its daily operations and management.

Products offered

The MoNMSD is responsible for offering and implementing the following programs aimed at the poor, vulnerable and disadvantaged populations in SVG:

- National Mobilisation
- Social and Community Development through the implementation of community outreach clinics and community capacity building.
- Home Help for the Elderly Program
- Co-operatives Development – School Savings and Agriculture Co-operatives and Agricultural Co-operatives
- Child Care and Rehabilitation
- Public Assistance
- Domestic Violence Emergency shelter
- Victim Support Program
- Domestic Violence Awareness Campaign
- Youth Empowerment Services Program
- Youth Entrepreneurship
- Youth in Agriculture

- Four-H Clubs

The above-mentioned programs are implemented with the use of local funds and support from external agencies through various projects and grants. The proposed design and establishment of a PMO within the MoNMSD, is therefore expected to bring about an improvement in the effectiveness and efficiency of its projects and programs.

Project Management concepts

2.2.1 Project

A project is defined as “a temporary endeavor undertaken to create a unique product, service or result” (Project Management Institute, 2013).). A project is temporary because it has a defined beginning and end date. It is unique in nature because it does not support monotonous and routine business tasks. Rather, a project is developed and implemented for the purpose of achieving a specified goal or objective.

According to Wrike Project Management Guide (2006), “a project can be defined as a set of inputs and outputs required to achieve a particular goal”. It is a series of tasks that are to be completed in order to attain a specific outcome.

2.2.2 Project management

The PMI (2013) defines project management as “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.” It is concerned with the management of discrete work packages in order to achieve specific objectives. It is the initiation, planning and controlling of a range of tasks required to deliver a defined end product.

2.2.3 Project life cycle

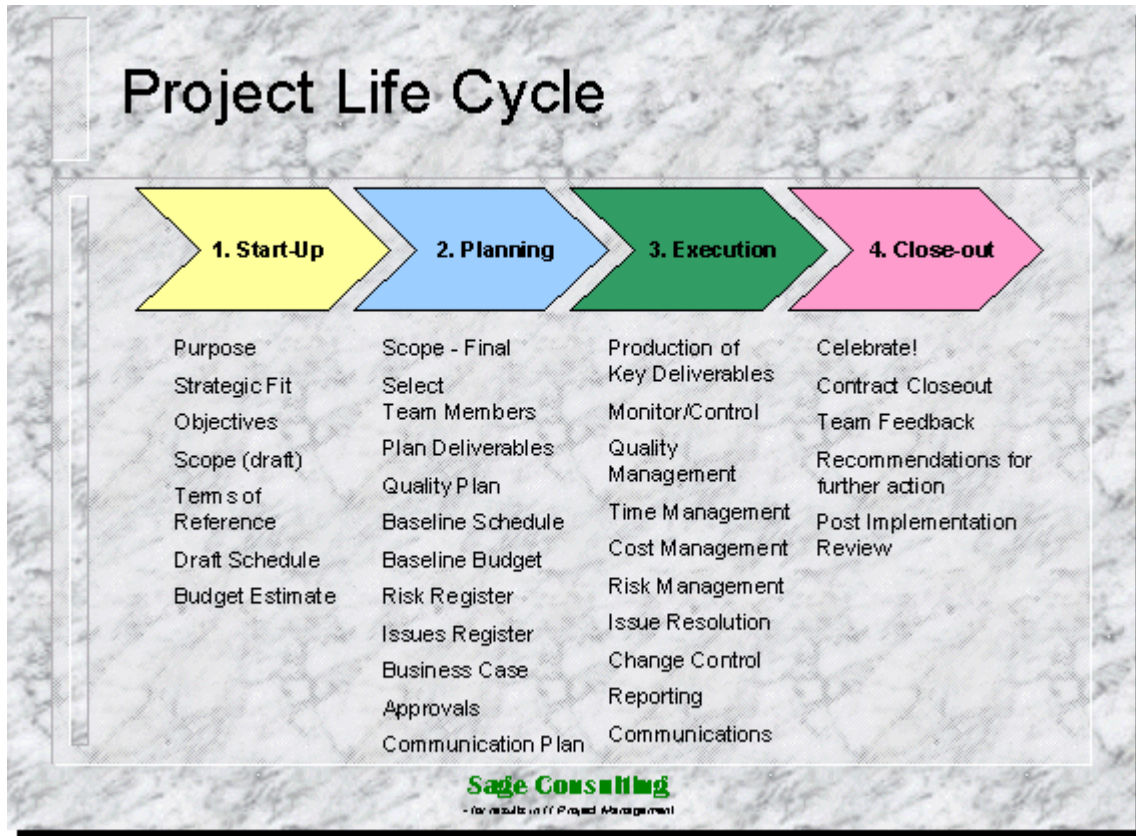


Figure 3 - Project Life Cycle (Source: SlideShare: Project Management: Life Cycles and Phases, 2016)

The PMI (2013) notes that the Project Life Cycle is a “series of phases that a project passes through from its initiation to its closure.” This therefore means that all projects have start and finish points. Additionally, all projects go through various phases that may differ depending on the industry involved.

The PMI (2013) also noted that the PM life cycle comprises four (4) phases. These are:

1. **Initiation:** This involves the birth of a project through the development of a business case, feasibility study, terms of reference, establishment of a project team and/or a PMO.
2. **Planning:** In this phase, the necessary plans are developed which include financial, acceptance, and communication.

3. **Executing:** Here, plans are activated action and deliverables updated. Moreover, in this phase, the project delivery, scope, costs, quality, risks and issues are controlled through monitoring and control mechanisms.
4. **Closing:** This final phase involves bringing the project to an end by disbandment of staff and other resources, handing over end products or deliverables to the client, and completing the necessary evaluation and review.

2.2.4 Project management processes

The PMI (5th Edition) notes that the project management processes are grouped into five (5) categories or groups namely: initiating process group, planning process group, executing process group, monitoring and controlling process group, and the closing process group.

1. **Initiation:** This process group is the conception of the project idea. It entails the development of the project charter that provides the business case, objectives, budget, stakeholders listing and project governance. These processes assist project managers to define the work to be done, and to ensure there is authority to proceed.
2. **Planning:** This involves the selection of a project manager, stakeholder consultation, and the organizing and preparation of the project's activities in order to achieve the stated objectives within the project charter. These processes define the objectives and scope of the work to be done. They also encompass planning and scheduling tasks.
3. **Executing:** This involves the assembling of the project team. Its focus is on the implementation of project activities. This is referred to as the 'delivery' part of project management, It is here that the main activities happen and products are created.

4. **Monitoring and controlling:** This process group ensures that the project stays on track as defined in the planning stage. This process allows for the tracking of work that is being done, project review and the reporting of related project activities.
5. **Closing:** At the end of every project, a formal closing takes place, designed to determine if the objectives have been actually achieved. In addition, the lessons learned become organizational resources that are useful for future project planning. This process allows for the finalization of all the tasks to close out or end the project or a particular phase. Briefly, these process groups are developed and implemented to guide the project through its life cycle.

2.2.5 Project management knowledge areas

Project management knowledge draws on ten areas that are used in project management. The PMI notes that the project management processes identified above are further grouped into (10) separate knowledge areas that are foundational to project management. These are:

1. **Integration Management** includes the processes and activities used to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups.
2. **Scope Project Management** involves the processes that are required to ensure that the project includes all the required work so that the project can be successfully completed.
3. **Time Project Management** relates to how the time is managed on project tasks, and the duration of the project over time
4. **Cost Project Management** includes the processes involved in planning, estimating, budgeting, financing, etc. so that the project can be completed within the approved budget. This knowledge area tracks the project's expenditure against the budget to ensure there is no overspending.

5. **Quality Project Management** relates to the processes and activities of the performing organization that determine quality policies, objectives and responsibilities so that the project will satisfy the needs for which it was undertaken. In this knowledge area, quality control and quality management activities would be developed so that the project deliverables meet the customer's expectations.

6. **Human Resources Project Management** refers to the processes that organize, manage, and lead the project team. This entails proper management and motivation of team members that will result in the attainment of project goals.

7. **Communications Project Management** encompasses those processes that are required to ensure the timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information. The development of a communications plan is essential for monitoring all the incoming and outgoing project-related communications.

8. **Project Risk Management** involves the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk. As a knowledge area, it continuously assists in controlling project risks throughout the project life cycle.

9. **Procurement Project Management** includes the processes necessary to purchase or acquire products, services or results needed from outside the project team. This knowledge area supports all the procurement and supplier work from planning the needed resources, the tendering and purchasing process and the closing of contracts upon project completion.

10. **Stakeholder Management** entails the Processes required to identify the people, groups, or organizations that could impact or be impacted by the project. It also includes analyzing stakeholder expectations and their impact on the project, Importantly, it extends to the development of management strategies for effectively engaging stakeholders in project decisions and execution. This knowledge area

allows for identifying stakeholders, understanding their roles and needs in the project, and ensuring that the project can deliver those needs..

2.2.6 Project Management Office (PMO)

According to the PMI (2013), A PMO is “an organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools and techniques”. This management structure is responsible for establishing and maintaining standardized processes, methods and policies in organizations. The main purpose of a PMO is to provide a framework that will support all stakeholders and project teams to improve the probability of successful delivery.

2.2.6.1 Benefits of a PMO

The PMI (2013) indicates that there are benefits to be garnered with the establishment of a PMO within an organization as follows: -

- i. Continuous improvement, cultural, continual progress review towards completion and improved return on investments;
- ii. Accurate estimates that are based on the organization’s history and lessons learned;
- iii. Better management of priorities based on timelines, budgets, resource loads, and what-if analysis information;
- iv. Consistent PM and guidance in terms of methods, systems, processes, tools, metrics, etc.
- v. Senior management support and direction;
- vi. Management and up-skilling of organizational resources; and
- vii. Repeatable project delivery processes.

2.2.6.2 Types of Project Management Office (PMO)

There are three (3) basic types of PMO with varying degrees of control and influence on projects within organizations as illustrated in **Figure 4** below.

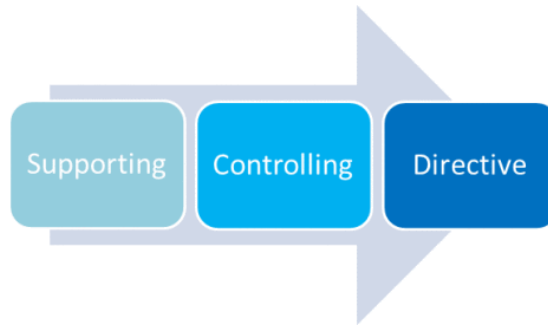


Figure 4 - Three Types of PMO (Source: PMI, 2013)

i. Supportive PMO

Provides a consultative role to projects by supplying templates, best practices, training, access to information and lessons learned from other projects (repository). This management type has a relatively low level of control and is most suited for organizations that manage successful projects but only need a central data repository.

ii. Controlling PMO

This management type provides support and a unified framework that requires compliance with the adoption of specific methodologies, templates, forms, conformance to governance, and application. This PMO type has moderate control and is used in organizations that require control on their activities, processes and procedures.

iii. Directive PMO

This PMO exercises a high level of control over projects, and fully manages projects with the necessary experience, resources and support. The objectives of this PMO type are to implement a common methodology, standardized terminology, introduce effective project management processes and to provide common supporting tools.

3 METHODOLOGICAL FRAMEWORK

3.1 Information sources

This refers to information created by persons/authors to inform and sensitize readers, and according to Karibouconnections (2011), they are “the means by which a person is informed about something or knowledge available to someone, a group of people or an organization.

There are various types of information sources, which include observation, speeches, documents, pictures, databases, books, websites and the like.

For this Final Graduation Project (FGP), I intend to utilize as many information sources as needed in order to comprehensively explain the proposal to complete this project.

3.1.1 Primary sources

Refer to original materials on which other research studies are based, and present first-hand accounts and information relevant to an event. According to the Ithaca College Library (2017), primary sources include eyewitness accounts, results of experiments, statistical data, interviews, surveys conducted and fieldwork. Sources may include first-hand or contemporary accounts of events, and the publication of the results of empirical observation or research.

For this FGP, interviews, surveys and observations will be conducted with key stakeholders such as employees and clients.

3.1.2 Secondary sources

A secondary source of information is one that is created by someone who did not have first-hand experience. Furthermore, they describe, analyze, interpret, evaluate or discuss the evidence by the primary sources.

For this project, all documentation found within the MoNMSD will be analyzed, with particular emphasis on information related to project management. Sources of information- whether it be primary or secondary- will be collected, analyzed, and used to present findings and make recommendations as it relates to the effective management of projects.

Chart 2: Information sources (Source: Author)

Objectives	Information sources	
	Primary	Secondary
To conduct a gap analysis to determine the type and level of PMO required	Questionnaire, interview, observation, quantitative survey.	Government reports, official statistics, internet, journals, previous research, government websites, newspapers, publications, technical reports, speeches.
To develop a PMO Charter to outline the mission, vision, strategic objectives in order to provide the new PMO with a clear direction and purpose.	Questionnaire, interview, surveys, case study.	Previous research, web information, literature review, historical data and information, government reports, textbooks.
To develop an operating process to enable effective communication, governance and change management.	Observation, interview, questionnaire.	Previous research, web information, literature review, historical data and information, government reports, textbooks, technical reports, bibliography, internet.
To define the organizational structure,	Interview, action research,	Previous research, web

roles and responsibilities of the PMO to ensure sustainability and effective co-ordination.	case study, questionnaire, observation	information, literature review, historical data and information, government reports, textbooks.
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3.2 Research methods

3.2.1 Qualitative Research

According to Creswell (2013), qualitative research “involves emerging questions and procedures, data typically collected in the participant’s setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data.”

3.2.2 Quantitative Research

This quantitative research approach uses the approach of testing objective theories by examining the relationship among variables (Creswell, 2013). These variables in turn, can be measured typically using instruments that allow for data analysis through statistical procedures.

Chart 3: Research methods (Source: Author)

Objectives	Qualitative Research Method	Quantitative Research Method
To conduct a gap analysis to determine the type and level of PMO required	This method provides insight into various key components of the maturity analysis and organizational needs assessment.	This unbiased, methodological sampling method analyses statistical records to describe variables to determine the organizational needs of the MoNMSD.
To develop a PMO Charter to outline the mission, vision, strategic objectives in order to provide the new PMO with a clear direction and purpose.	This method provides insight into various key components of the PMO.	This unbiased, methodological sampling method analyses statistical records to describe variables to determine the characteristics of the PMO.
To develop an operating process to enable effective communication, governance and change management.	This method provides insight into various key components of the PMO to enable the correct positioning within the MoNMSD.	This unbiased, methodological sampling method analyses statistical records to describe variables to determine the position of the PMO in the MoNMSD.
To define the organizational structure, roles and responsibilities of the PMO to ensure sustainability and effective co-ordination.	This method provides insight into various key components of the an implementation plan.	This unbiased, methodological sampling method analyses statistical records to describe variables to

		determine the requirements necessary for an implementation plan to ensure effective monitoring and controlling of the PMO in the MoNMSD.
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3.3 Tools

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

Chart 4 Tools (Source: Author)

Objectives	Tools
To conduct a gap analysis to determine the type and level of PMO required	Expert judgement Interviews Questionnaires Stakeholder analysis Meetings
To develop a PMO Charter to outline the mission, vision, strategic objectives in order to provide the new PMO with a clear direction and purpose.	Expert Judgement Meetings
To develop an operating process to enable effective communication, governance and change management.	Expert judgement Interviews Questionnaires Stakeholder analysis Meetings

To define the organizational structure, roles and responsibilities of the PMO to ensure sustainability and effective co-ordination.	Expert judgment Stakeholder analysis Meetings
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3.4 Assumptions and constraints

According to the PMI (2013) an assumption is referred to as “a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration.”

The PMI (2013) noted a constraint as “a limiting factor that affects the execution of a project, program, portfolio, or process.”

Chart 5: Assumptions and Constraints (Source: Author)

Objectives	Assumptions	Constraints
To conduct a gap analysis to determine the type and level of PMO required	The stakeholders would buy-into the process and participate fully.	A substantial amount of work has to be collated within a short space of time.
To develop a PMO Charter to outline the mission, vision, strategic objectives in order to provide the new PMO with a clear direction and purpose.	The stakeholders would participate in the process.	A substantial amount of work has to be collated within a short space of time.
To develop an operating process to enable effective communication, governance and change management.	The MoNMSD and other core agencies would recognize and accept the role and functions of the PMO.	Limited allocation of resources (financial and human) from the government in the design of the PMO.
To define the organizational	The MoNMSD and other	Limited allocation of

Objectives	Assumptions	Constraints
structure, roles and responsibilities of the PMO to ensure sustainability and effective co-ordination.	core agencies would recognize and accept the role and functions of the PMO.	resources (financial and human) from the government in the design of the PMO.

3.5 Deliverables

A deliverable is defined by the PMI (2013) 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.”

Chart 6: Deliverables (Source: Author)

Objectives	Deliverables
To conduct a gap analysis to determine the type and level of PMO required	Document with findings from the gap analysis, along with the conclusions for the recommended PMO type that should be implemented.
To develop a PMO Charter to outline the mission, vision, strategic objectives in order to provide the new PMO with a clear direction and purpose.	PMO Charter outlining its mission, vision, and strategic objectives.
To develop an operating process to enable effective communication, governance and change management.	Document with proposed operating process.
To define the organizational structure, roles and responsibilities of the PMO to ensure sustainability and effective co-ordination.	Document outlining organizational structure proposed for the PMO including the functions, roles and areas of responsibilities of the PMO.

4 RESULTS

4.1 Gap analysis to determine the type and level of PMO required.

The main aim of a PMO is to provide a stable framework that supports all project teams and stakeholders to improve the probability of a successful delivery. For this FGP, a gap analysis was conducted to determine the type and level of PMO that is required to be designed, introduced, and implemented within the MoNMSD.

This gap analysis was undertaken using the following four (4) steps:

4.1.1 Step one (1): Identify the objectives to be achieved by the PMO:

- To provide a framework that would ensure the delivery of successful projects;
- To establish a standardized project management process that will in turn reduce upfront cost and time to initiate a project;
- To provide quality assurance for all projects to ensure that they are aligned to the organizational strategy;
- To create a central repository to house all project management knowledge, best practices, lessons learnt, and resources.

4.1.2 Step two (2): Analyze the current situation

Two (2) tools were utilized to analyze the current situation within the MoNMSD, namely SWOT Analysis, and the Lean Six Sigma Maturity assessment Model.

- (i) For the SWOT analysis, interviews were conducted with seven (7) heads of division within the MoNMSD (**See Appendix 4**). This methodology allowed for the collection of data and pertinent information that provided a holistic insight into the current coordination and management of projects within the MoNMSD.

The results of the interview are described with the use of a SWOT Analysis as follows:

- a) **Strengths:**
- i. A team of professionally trained workers who display a satisfactory level of commitment and teamwork, and are capable of developing and delivering effective community programs for the empowerment of clients.
 - ii. Efficiency in the management of resources and project delivery.
 - iv. Excellent collaboration with communities and public and private sector organizations locally, regionally and internationally.
 - v. Strong political support.
- b) **Weaknesses:**
- i. Insufficient resources to respond effectively to the needs of clients.
 - ii. Physical fragmentation of the MoNMSD that results in poor communication and increased operational costs.
 - iii. Insufficient staff trained in critical areas such as data management, monitoring and evaluation, and project management.
 - iv. Absence of documented policies and procedures for the proper guidance of staff in the performance of their duties.
- c) **Opportunities:**
- i. Training opportunities available for staff at local, regional and international levels.
 - ii. Opportunities to develop strong, strategic alliances with local, regional and international organizations.
- d) **Threats:**
- i. The decline in the global economy, resulting in increased cost of living locally, and reduced allocation of resources to the MoNMSD to implement social development programs and projects.
 - ii. Frequent staff turnover

- (ii) An assessment of the maturity level of the MoNMSD was conducted to determine the project management strengths and ability to respond to improved opportunities and expanding needs. In addition, the maturity assessment required a step-by-step analysis of its processes and organizational structure that the findings would enable the management of the MoNMSD to determine the strengths and weaknesses of the ministry, as well as its potential for future development. Determining the project management maturity can be described as the progressive development of an enterprise-wide project management approach, methodology, strategy and decision-making process. The appropriate level of maturity would be determined by the organisation's specific goals, strategies, resource capabilities, scope, and needs.

In an effort to accomplish the assessment, the Six Sigma methodology was followed with the use of the 3A Approach, which are Assess, Analyze and Address.

Assess: This process involved the use of a scorecard (**Chart 7**) of Lean Six Sigma parameters and a radar chart. The scorecard addresses the following 12 Lean Six Sigma parameters:

1. Leadership Alignment
2. Organizational structure
3. Leadership Approach
4. Employee Involvement
5. Training/Education
6. Approach to Errors
7. Problem-solving using collected data
8. Methodologies for continuous improvements
9. Standard Work
10. Value Stream Mapping
11. Accounting Support
12. 5S House-Keeping

Chart 7: Sample Lean Maturity Assessment Scorecard (Source: Afsar Chordhury, 2017)

Parameters	1	2	3	4	5	Score (1-5)
Leadership Alignment	No leadership alignment for process improvements.	Leadership somewhat aligned with process improvements, but visible and active selection and review of projects are not in place. No trained and committed resources available to support projects.	Leadership aligned with process improvements, visible and active selection and review of projects. No resources available to support projects.	Leadership is aligned with few metrics visible selection and review of project. Some trained resources available.	Trained and committed resources supporting projects.	
Leadership Approach toward Lean	Company executives demonstrate no understanding of the Lean approach.	Executive demonstrate an understanding of Lean approach.	Executives demonstrate an understanding of Lean, but do not have full faith.	Executives demonstrate good understanding and have faith in Lean; Leadership committed but not prepared for accelerated biz improvement.	Senior executives have full understanding an faith in Lean; leadership prepared for accelerated biz improvement.	
Employee Involvement	Little or no involvement in process	Involvement of people in process	People from cross functional	Quality improvements problem solving	50% or more involved in teams; open	

	improvements.	improvements to some extent, and people are eager to work in teams.	teams whenever a problem arises.	and corrective action teams in place. 25% to 50% of employees involved in teams.	access to top management; empowered to stop the process for quality.	
Training/Education	No training on Lean tools or quality improvement tools, methodologies or even concept.	Few team members have heard about different concepts of improvement methodology but not formally trained.	Team members are trained in some basic concepts like 5S, Lean overview, 7 QC tools.	Team members have good understanding of process improvement methodologies.	More than 5% of employee time devoted to training and implementing improvements.	
Process Capability	The area of assessment has sigma level less than or equal to 1; for its most critical process.	The area has sigma level greater than 1 but less than or equal to 2.	The area has sigma level greater than 2 but less than or equal to 4.	The area has sigma level greater than 4 but less than 6.	The area has sigma level greater or equal to 6. Cpk is greater than or equal to 2.	
Approach to Errors	Errors will happen; inspect them out; accept cost of scrap and rework; deal with customer complaint.	Although errors happen but some initial though prevails to implement or design error free systems using Lean.	Inspection and Control only; some data collection to regulate variance.	Inspection, control and improve; data collected to regulate variance.	Zero-defect quality mindset.	

Standard Work	No standard work procedures exist. No understanding of the connection between CI and work standards.	Some standard work procedures exist to show how the process made, materials flow and administrative process function, but are current nor displayed.	All standard work procedures can be seen in most areas. Process owners know the what, why, and how of their areas. Ownership taken to use standards and keep them current.	Standard procedures are current and posted in appropriate areas.	Employees have a quick and free access to all standard work. CI to operations reflected in procedures.	
Value Stream Mapping	No process is mapped according to the value stream.	An understanding of VSM is evident. Some attempts have been made to map a simple process.	A number of people have been trained in VSM, some process mapped. No improvement.	Most understand value of VSM. Mapping has uncovered opportunities for improvement. Action plans are in place. Rapid improvement blitzes preceded by VSM.	Most processes mapped with results of action plans recorded.	

5S House Keeping	Disruptive and messy, no formal workplace organization standards in place.	Company aware of 5S principles but no training underway. Non-routine cleaning takes place.	Most areas have begun 5S. Materials have permanent positions, cleaning schedule followed. Team investigation root causes of disorder. Employees participate, support understand and do most cleaning.	Audit teams assess 5S standards. All areas working on standardizing processes. Evidence of employee pride.	Clean, orderly, self-maintained; always "tour ready".	
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A 1 to 5 rating scale is used to assess the selected Lean Six Sigma parameters, where 1 represents the lowest level of maturity, and 5 represents the best in class.

A total of twelve (12) questions were developed and were rated on a scale of 1 – 5, with 1 being the least favourable and 5 being the most favourable option to attain the highest maturity level (**See Appendix 5**). A random selection of ten (10) employees including all heads of divisions were respondents to the questionnaire.

Analyse: All the scorecards from the questionnaires were collected and analysed by calculating the average of all the individual scores from the questionnaire. The result is then compared to a Lean Six Sigma maturity index, and the parameters that receive the lower scores indicate those that require immediate action.

Based on the responses from the questionnaire and the analysis of the response with the use of a Maturity Assessment Template (Chart 7), the following maturity assessment results were revealed (see appendix 8):

- The leadership of the MoNMSD is aligned with the process improvement, but visible and active selection and review of projects were not in place. In addition, no trained nor committed resources were available to support projects.
- The administration of the MoNMSD demonstrated no understanding of the Lean Approach.
- There was a three-way tie that the employees had little or no involvement of employees in process improvement; involvement of people in process improvements to some extent and people are eager in work in teams; and People form cross-functional teams whenever a problem arises.
- Few team members have heard about different concepts of improvement methodology but not formally trained.
- Although errors happen but some initial thought prevails to implement or design error-free systems using Lean.

- The MoNMSD does not use data driven problem-solving methods to a great extent.
- Improvements reactive – usually come from management, engineering, supervision, or when a customer complaint is received. Some training started in problem-solving.
- No standard work procedures exist. No understanding of the connection between CI and work standards.
- No process is mapped according to the value stream.
- The accounting system within the MoNMSD provides basic financial data based on cost accounting. There is little awareness of accounting's role in support of Lean initiatives.
- Disruptive and messy, no formal workplace organization standard in place within the MoNMSD. No order, are untidy, and materials have multiple locations.

The “maturity gap” is then determined by the difference between the Lean Six Sigma Maturity Indies, and the maximum score of 5. The Maturity Gap determined in this FGP is **2**.

Address: The key parameters for improvement are then identified based on the gap analysis, and are shared with the key internal stakeholders of the MoNMSD for discussion about the ministry's weaknesses, and how to address them.

At the end of the assessment, the strengths, weaknesses and improvement opportunities of the MoNMSD were identified, and which provided a rationale as to why the MoNMSD require a PMO.

4.1.3 Step three (3): Identify the gap between the future state and current state.

Chart 8: Gap Analysis (Source - Author)

CURRENT STATE	DESIRED FUTURE STATE	PROPOSED ACTION TO FILL GAP
No formal structure for the management of projects.	An established project management process.	Development of a functional PMO that can determine best practices for handling the project management processes
No Formal chain of command for communication and reporting.	An established organizational structure within the PMO.	A clear-cut organizational structure designed to define the roles and responsibilities of the team members.
Missed deadlines, budget overruns and incomplete projects.	To deliver a high percentage of successful projects.	The establishment of a PMO to provide a structure for the successful delivery of projects.

4.1.4 Step four (4): Determine how the gap should be filled

In order for an appropriate PMO to be selected, an analysis of the different types of PMO is required. As indicated in the literature review, there are three (3) different types of PMO (Supportive, Controlling, Directive), which are to be subsequently analyzed. The criteria used to analyze and eventually select a PMO were based on the responsibility of the PMO as a governance and standardization resource body, and its authority and control. **Chart 9** shows the types of PMOs and the level of control.

Chart 9: Types of PMOs and Level of Control (source: author)

PMO TYPE	RESPONSIBILITY	LEVEL OF CONTROL	MOST SUITABLE ORGANISATION
Supporting	<ul style="list-style-type: none"> - Provides templates - Provide best practices - Provide training - Share resources 	Low level of control	Small/medium size organizations
Controlling	<ul style="list-style-type: none"> - Provides governance and conformance 	Moderate level of control	Small/medium size organizations
Directive	<ul style="list-style-type: none"> - Directly manages projects - Provides strong governance framework 	Top level control	Large organizations

The analysis of the three (3) types of PMO revealed that each PMO type has its related functions and impact depending on the type of organization, its structure, culture and organizational strategy. Therefore, a suitable PMO can only be proposed when an organization is carefully identified and understood.

An activity was undertaken in the form of one (1) meeting with the SMT that comprised all the heads of divisions in the MoNMSD where a brainstorming activity was undertaken where the responsibilities and levels of control of each PMO were discussed. Each officer was asked to indicate which responsibility and level of authority they wanted the PMO within the MoNMSD to have, and all the responses were recorded on a flipchart. The result of this activity revealed that a higher percentage of internal stakeholders preferred to have a PMO with directive characteristics that would have the benefits of project and processes governance.

In this FGP, the organizational structure and culture of the MoNMSD definitely requires a PMO in light of the results derived from the gap analysis, SWOT

Analysis, and maturity analysis developed. The analysis of the interviews conducted revealed that there are a limited number of personnel available within the ministry trained in the area of Project Management. This constraint has led to limitations in the implementation of project activities. In addition, the heads of different divisions within the MoNMSD responsible for project implementation, have noted that excessive workloads that do not allow them to fully manage projects in accordance with international standards.

Against this backdrop, it is this writer's determination that an Enterprise PMO, which can be described as a "Directive" type of PMO, is the most suitable type of PMO for the MoNMSD. This PMO would ensure that projects are aligned with the organizational strategy, and provide a standard organizational methodology for planning, executing, staffing, prioritizing as well as serve as a knowledge repository. According to the PMI (2013), the purposes of the Enterprise PMO are to:

- Ensure that the organization invests in the best set of projects and programmes;
- Provide an organizational focus on improving the management of projects, programmes and portfolios;
- Optimize the capability and use of scarce resources;
- Raise strategic issues to the highest levels of the organization in order to facilitate effective decision-making.

It must be noted that the choice of the Directive PMO is directly linked to the results of the assessment conducted. The weaknesses identified from the maturity assessment provided the empirical evidence of the most appropriate PMO at this time.

4.2. Development of a PMO Charter

The development of a PMO Charter will provide the new PMO with clear direction and purpose by outlining its mission, vision, and strategic objectives.

Ministry of National Mobilisation, Social Development, the Family, Gender and Youth Affairs

PROJECT MANAGEMENT OFFICE (PMO) CHARTER

April 2018

Introduction

The MoNMSD, by way of the Director of Social Development, has authorized the creation of a PMO. The purpose of this Charter is to establish agreement on key aspects of the PMO in advance of its implementation. This Charter is in effect the organizational mandate for the PMO to be designed, and defines the vision, mission and strategic objectives of the PMO.

The focus of the PMO shall be the management of the social development portfolio in the MoNMSD, and the attainment of successful project completion through the efficient use of divisional resources.

The PMO shall reside within the Policy and Administrative Division in the MoNMSD, and will provide support for all social development projects and clients within the ministry.

Vision Statement of the PMO

To become a professional and high-performing PMO by providing project management services that addresses the strategic objectives of the organization.

Mission Statement of the PMO

The PMO promotes project management best practices by providing an enterprise-wide approach to identify, prioritize, and successfully execute a social development portfolio of initiatives and projects that are aligned with the strategic objectives and vision of the MoNMSD.

Strategic Objectives of the PMO

In support of its mission, the PMO has the following objectives:

1. To provide a framework that would ensure the delivery of successful projects;
2. To establish standardized project management processes that will in turn reduce upfront costs and time to initiate projects;
3. To provide quality assurance for all projects in order to ensure that they are aligned with the organizational strategy.
4. To create a central repository to house all project management knowledge, best practice, lessons learned, and resources.

Roles and Responsibilities of the PMO

The PMO shall be responsible for managing and controlling project constraints by ensuring that project plans are implemented on schedule, within scope, and on budget, as depicted in **Chart 10**.

The major role of the PMO is to define and maintain project standards in the following three (3) areas: -

➤ **Establishing project methodologies**

This is a major role of a PMO that provides a road map for the implementation of projects through the development of the following: -

- a. **Project Charter**: provides an outline of the overall vision of the project, as well as communicating the goals and objectives to key stakeholders.

- b. **Work Plan:** sets out in details the schedules of activities, resource requirements, timeframe, and deliverable for the project team.
 - c. **Governance Plan:** outlines the roles and responsibilities of each member of the project team.
 - d. **Work Breakdown Structure (WBS):** defines the specific deliverables to be derived at the end of each stage of the project.
 - e. **Risk Analysis Identification:** allows for the identification of potential problems or challenges that have a probability of occurring, along with the possible mitigating strategies.
 - f. **Communication Plan:** establishes appropriate protocols, procedures and methods for the dissemination of information to the project team members.
 - g. **Forms and Templates:** development of tools to enable consistency and conformity to project management standards.
- **Project Tracking**
- The regular auditing and/or tracking of on-going projects are vital to ensure that they are on course and follow the approved methodology. This involves the development of key performance indicators and the setting of milestones for the project team.
- **Project Support**
- Providing support for the smooth execution of projects through the provision of a centralized space for all project-related matters. This shall be the role of the PMO Manager who shall be responsible for the continuous training of project managers and team members.

Chart 9: PMO Roles and Responsibilities (Source: Author)

RESPONSIBILITY	ROLE	OWNER	CREATOR	APPROVER
<p>1 Establishing project methodologies:</p> <ul style="list-style-type: none"> • Create project charter • Create work plan • Governance plans • WBS • Create Forms and Templates • Prepare Risk analysis Plan 	<p>PMO Manager Project Manager</p>	<p>PMO</p>	<p>Project Manager</p>	<p>Project Manager</p>
<p>2 Project Tracking:</p> <ul style="list-style-type: none"> • Collecting project status information • Consolidate & analyze data collected • Implementation of necessary corrective action 	<p>Project Manager</p>	<p>PMO</p>	<p>Project Manager</p>	<p>Project Manager</p>
<p>3 Project Support:</p> <ul style="list-style-type: none"> • Establish a repository for project data, sharing and analysis of project development • Training and mentoring of project team 	<p>PMO Manager</p>	<p>PMO</p>	<p>PMO Manager</p>	<p>PMO Manager</p>

4.3. Development of an Operating Process for the PMO

The PMO shall assist the MoNMSD with the implementation and management of social development projects. **Figure 5** has been developed in order to illustrate the operating process expected to take place when the PMO is charged with managing a project.



Figure 5: PMO Operations Process (Source: <https://www.slideshare.net/rturley/ready-steady-pmo-conference>, 2013)

Step 1: Intake Process

At this stage, the project sponsor makes a request to the MoNMSD for the implementation and management of a project through a project proposal, which presents a business case outlining the potential benefits to the ministry and its clientele. The proposals are accepted and approved by the Permanent Secretary and then forwarded to the Director of Social Development.

In order for this process to be effective, the Director of Social Development, who also is the PMO Manager, shall be responsible for championing the PMO, and to be the focal point person and liaison between the MoNMSD and project sponsors (current and prospective).

In the event that a business case is rejected, the reasons for the rejection must be communicated to the project sponsor so that a relationship can be maintained for future purposes.

Step 2: Project Prioritization

The project proposals are prioritized and aligned according to the organizational strategy, and the necessary resources are pooled together to implement the projects.

The prioritization of projects in any organization is very vital in order to achieve the established strategic goals and targets. In addition, due to the limited financial, human resources, and time, organizations may not be able to implement all projects at the same time.

Process for project prioritization:

- The Permanent Secretary shall be responsible for the collection and approval of all project proposals within the ministry.

- The approved project proposals are then forwarded to the Director of Social Development (PMO Manager) where an inventory of project proposals is developed, and the data would be evaluated in a prioritization table (**see Chart 9**) and against the following criteria: -
 - a. Contribution to strategy;
 - b. Cost savings;
 - c. Resource requirements;
 - d. Payback period; and
 - e. Execution risk.

These projects would then be further analyzed based on dependencies, compliance, impact on existing projects, and other possible environmental impacts.

- The results of the prioritization process along with a list of recommendations can be developed and presented to the Top Management Team (TMT) within the MoNMSD for approval. This TMT shall comprise the Honorable Minister, Permanent Secretary, Senior Assistant Secretary, and the Director of Social Development (who is also the PMO Manager).

Once the project proposals are prioritized and approved, the PMO will be responsible for execution and shall provide regular performance updates to the PMO Manager.

Chart 9: Project Prioritization Table (Source: Author)

Initiative	Contribution to Strategy	Cost Savings	Resource Requirements	Payback Period	Execution Risk	Weighted Total Rating
Weighting	25%	25%	20%	20%	10%	100%
Assessment	Low Medium High Critical	<\$1m \$1m – 5m \$5m - \$20m >\$20m	>5 years 3 – 5 years 1 – 3 years <1 year	High Medium Low Minimal	High Medium Low Minimal	
Project 1						
Project 2						
Project 3						
Project 4						
Project 5						
Project 6						
Project 7						

Furthermore, the prioritization of projects should be performed at least twice per year (January and July), and should be aligned to the government’s financial/budgeting cycle, which commences on January 1st.

The proposed PMO shall operate in a Matrix Project environment where the limited resources of the MoNMSD, such as machines, equipment and budgetary allocations

can be efficiently utilized - and staff can be shared between and among projects. The allocation of resources can be negotiated between the Project Manager and the heads of division. For example, for the implementation of the JJRP, the project manager can work directly with the Director of the Child Development Division where the division's resources can be shared so that the project's activities can be undertaken. In addition, financial resources from the division's yearly budgetary allotment can be reallocated to the PMO on a quarterly basis.

Naturally within a project environment where the resources are shared between project teams and functional units, conflict may arise regarding authority, power, and competition for the scarce or limited resources. In order to mitigate these conflict, they must be identified as a risk during the project planning stage and the complementary resolution strategy developed. Furthermore, open and effective communication must be fostered between all the stakeholders and they must be involved in the project planning process. However, if conflict arises the disagreement ought to be resolved through negotiations between the parties, and/or mediation with the assistance of the Permanent Secretary.

Step 3: PMO Framework and Tools

During the stages of the project life cycle, project management tools and templates are applied to ensure consistency and according to established project management standards. In addition, monitoring and controlling of all projects from the initial assessment of project quality to the auditing of compliance and progress of individual projects against processes and objectives shall be undertaken.

Step 4: Change Control

Changes in projects are inevitable; therefore within the PMO the Project Manager – with the approval of the Project Sponsor – shall accept or reject change requests.

The PMBOK defines a Change Request as “a formal proposal to modify any project document, deliverable, or baseline.” Often, this request takes place after a comparison

is made between the planned and actual results in a project. Some types of changes that would need approval are:

- Requests to expand or reduce the project scope;
- Request to modify policies, procedures, plans, or processes;
- Requests to modify expenditure (budget);
- Requests to update or modify schedules (timeframe).

4.4 Definition of Organizational Structure of the PMO

The PMO shall reside within the Policy and Administrative Division in the MoNMSD, and shall provide managerial support for all social development projects and programs.

According to iPlanWare (2011), in most organizations, a PMO has five (5) main responsibilities, which are:

1. Set standards for how projects are run;
2. Ensure project management standards are followed;
3. Gathering of project data and production of information for management review;
4. Source of guidance and advice for project manager; and
5. Managing and facilitating the portfolio management process.

Therefore, the PMO within the MoNMSD shall have the responsibilities of building a common set of practices, principles, templates and standards in the management of projects, which will assist the Project Managers to manage projects in an efficient and standardized manner. These standards must be adhered to; hence, the Project Manager is tasked with monitoring and assessing projects to ensure compliance.

In addition, the PMO shall also be responsible for collecting data and providing regular reports on the status of projects to the PMO Manager. Hence, this office can be utilized as a center of excellence for project managers, and as a source of guidance and advice for the project manager in the ministry.

Furthermore, this PMO would be charged with the responsibility of managing the various projects implemented in the MoNMSD by accepting project requests, keeping a repository of active project assignments, and the reallocation and distribution of the ministry's resources.

The proposed organizational structure for the PMO within the MoNMSD shall comprise the following offices: -

- One (1) PMO Manager
- Two (2) Project Managers
- One (1) Project Co-ordinator
- Five (5) administrative officers: -
 - One (1) Administrative Assistant
 - One (1) Procurement Officer
 - One (1) Accounts Officer
 - One (1) Monitoring and Evaluation Officer
 - One (1) Training Officer

The PMO shall report to the Director of Social Development and all PMO staff shall report to the two (2) Project Managers, who shall be assisted by a Project Co-ordinator as depicted in **Figure 6**.

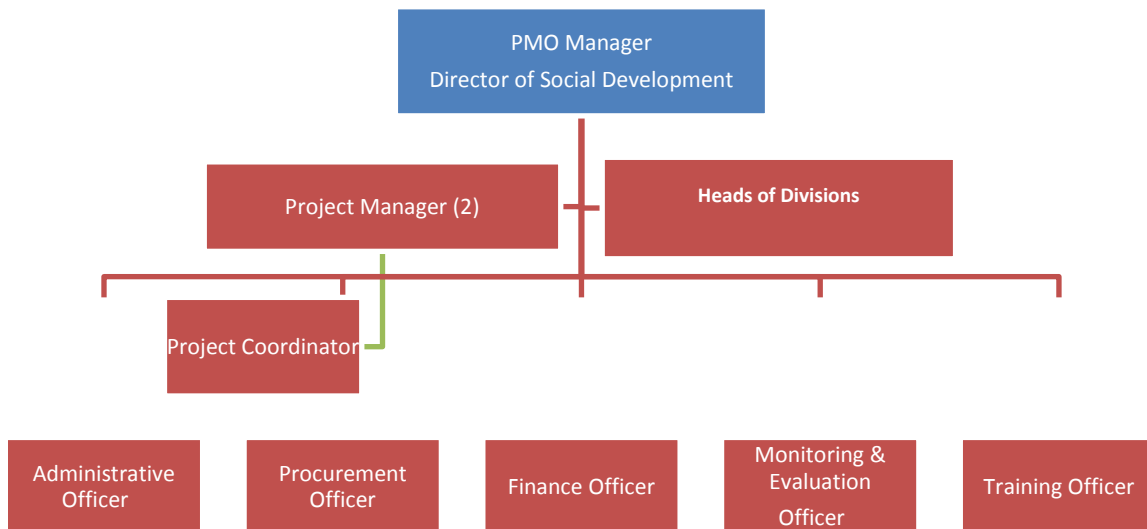


Figure 6: Organizational Chart of the proposed PMO (Source: Author)

The office of the Director of Social Development within the MoNMSD shall be the PMO Manager with the overall responsibility for overseeing and certifying the accuracy, viability and defensibility of the PMO at the organizational level. In addition, this officer shall provide project management leadership, and shall be responsible for establishing and implementing best practices for the benefit of the MoNMSD that would encourage collaboration across divisions, standardization and overall improvement in the delivery of social development programs.

The PMO Manager shall have the following responsibilities:

- Define and build the PMO
- Appoint/recruit PMO resources based on PMO model
- Define organizational model
- Provide report to senior management and stakeholders
- Facilitate governance process
- Facilitate dependency management across the projects and programs
- Facilitate change control process
- Track deliverables and benefit realization
- Mentor project managers
- Ensure alignment to organizational strategy
- Be responsible for tools, standards and methodology

The project managers shall have the overall responsibility for the success of projects through all the phases involved. Their role is therefore an important one as they interface among the project - the business world and civil society. This is important for communicating and encouraging the need for transformation and change in a fast-changing social environment.

In addition to the role of the Project Manager highlighted above, he/she would be responsible for the following: -

- Designing and applying project management standards, such as PMBOK;
- Managing the production of the expected project deliverables;

- Project planning and monitoring;
- Managing risks, including developing contingency plans;
- Liaising with heads of divisions to provide status updates on projects;
- Application of change management and configuration management processes;
- Project administration; and
- Conduct of project evaluation review to assess how well projects are managed.

5 CONCLUSIONS

The MoNMSD has the social mandate for the social development and transformation of the poor and vulnerable populations in St. Vincent and the Grenadines. It operates in a projectized environment where projects are managed without any standardized project management structure. Consequently, this FGP was undertaken for the design of a PMO, which would provide for the effective and efficient management of all social development projects within the MoNMSD.

Through the use of various tools and methodologies designed to achieve the general and specific objectives of this FGP, it can be concluded that:

1. The MoNMSD has a staffing human resources complement that is professionally trained to deliver effective empowerment programmes and services through the efficient management of resources at the community level. In addition, through established relationships with local, regional and international organizations, training opportunities in the field of Project Management are available for the PMO team. However, these strengths and opportunities are challenged by limited resources, fragmentation of the various divisions within the MoNMSD, undocumented policies and procedures, and limited staff in critical areas of data management, monitoring, evaluation and project management. These constraints impede the effective implementation of programs and projects.
2. Based on the gap analysis conducted, it was determined that the MoNMSD is in need of a PMO to exercise a high-level of control over projects implemented. This confirmed the main assumption established at the start of the FGP (that the lack of a formal project management structure within the MoNMSD led to project failures due to poor organization and project management practices). The ‘Directive’ PMO was selected and proposed as a way of aligning projects with the ministry’s strategy. It is envisaged that it would provide a standardized

organizational methodology for the planning, executing, staffing, prioritizing, and establishing a knowledge repository.

3. Due to the current organizational structure of the MoNMSD, taking into consideration the size, multi-level nature, culture and the number of programs that are implemented for the poor, vulnerable and disadvantaged populations in SVG, the new PMO should be established and located within the Policy Development and Administration Division. The project team shall report directly to the Project Manager, who shall in turn report to the Director of Social Development who is the PMO Manager within the MoNMSD. By virtue of this proposed organizational structure, the project manager can have direct control of the management of projects with the support and buy-in from both the administrative and policy levels in the ministry.
4. Finally, this FGP was envisioned to create a management structure for projects implemented within the MoNMSD. Now, this writer is confident that a PMO is required, and if established, can yield tremendous results and will maximize the ministry's potential in an ever-changing social environment.

6 RECOMMENDATIONS

Having completed the necessary research and assessment to develop a PMO in the MoNMSD, this writer now makes the following recommendations to the Permanent Secretary of the ministry. These recommendations will therefore, be supplementary to the objectives of this FGP:

- i. The Permanent Secretary should seek approval of the PMO design from the Honourable Minister;
- ii. Establishment of a task force to review the PMO design and development of an implementation plan with the mandate of developing the following:
 - a. Terms of Reference with the roles and responsibilities of the project team within the PMO;
 - b. Human Resource Management Plan to ensure an organized, well-managed and efficiently led project team.
 - c. Quality Management Plan to ensure that the PMO is following international standards
 - d. Procurement Management Plan to facilitate the acquisition of services and products in an effective and efficient manner.
 - e. Training plan with complementary modules in the use of project management tools and techniques.
- iii. Present the draft PMO design with the accompanying implementation plan to the internal stakeholders within the MoNMSD by way of consultations to allow for consensus building and participation, to ensure a smooth transition and buy-in for the successful implementation of the PMO.
- iv. Combine the PMO design with the implementation plan and forward to the Cabinet of SVG for approval as a prelude to the establishment of a PMO within the MoNMSD.

- v. Upon Cabinet's approval, request for resources (human, equipment, financial, etc.) when submitting the 2020 – 2023 Corporate Plan and Advance Proposals to the Ministry of Finances and Economic Planning.

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8 APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Date	Project Name:
June 26, 2017	Design of a Project Management Office (PMO) in the Ministry of National Mobilisation, Social Development, The Family, Gender and Youth Affairs (MoNMSD) in St. Vincent and the Grenadines
Knowledge Areas / Processes	Application Area (Sector / Activity)
Knowledge areas: Integration, Scope, , Communications, , Stakeholders Process groups: Initiation, Planning, Execution, Monitoring and Controlling, Closing	Social Development
Start date	Finish date
June 26, 2017	July 30, 2018
Project Objectives (general and specific)	
<p>General objective: To design a Project Management Office (PMO) for the effective and efficient management of all social development projects in the Ministry of National Mobilisation, Social Development, t The Family, Gender and Youth Affairs (MoNMSD).</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To conduct a gap analysis to determine the type and level of PMO required. 2. To develop a PMO Charter to outline the mission, vision, strategic objectives in order to provide the new PMO with a clear direction and purpose to be led by. 3. To develop an operating process to enable effective communication, governance and change management. 4. To define the organizational structure, roles and responsibilities of the PMO to ensure sustainability and effective coordination. 	
Project purpose or justification (merit and expected results)	
The purpose of the project is to centralize the project management in the MoNMSD into a single group for the organisation, scheduling, and daily maintenance of projects implemented in the organisation.	

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

1. Document with findings from the gap analysis, along with the conclusions for the recommended PMO type that should be implemented
2. PMO Charter outlining it's mission, vision, strategic objectives.
3. Document with proposed operating process
4. Document outlining the organizational structure proposed for the PMO. Including the functions, roles and areas of responsibilities of the PMO.

Assumptions

1. The sponsor (MoNMSD) would agree and uphold their commitment in allowing the FGP to be done within the organisation.
2. The MNM would provide the necessary information to perform the assessment.

Constraints

1. Time: The FGP process development must comply with the established date and time periods.
2. Budget: The funding must go through the beauracatic procedures that may contribute

Preliminary risks

If the stakeholders do not cooperate and buyinto the project objectives then it might have an effect on the implementation of the project which can impact the time, cost and scope.

Budget

The general cost estimate of main items/deliverables for project budget is US\$50,000.

Milestones and dates

Milestone	Start date	End date
Gap Analysis	April 13, 2018	April 18, 2018
PMO Charter developed	April 20, 2018	April 18, 2018
Operating process developed	May 3, 2018	May 7, 2018
Organisational structure developed	May 8, 2018	May 10, 2018

Relevant historical information

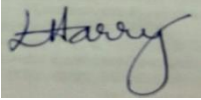
The MoNMSD is a public agency with the responsibility for assisting the poor, needy, vulnerable and disadvantaged populations in St. Vincent and the Grenadines. The programs implemented to deliver social development initiatives are largely funded by local revenues sourced through taxes. In order to fully meet the needs of the identified populations, alternative organization is usually sought in the form of projects (as opposed to programs).

Some examples of social projects implemented by the MoNMSD are:

1. Juvenile Justice Reform Project (JJRP)
2. UNICEF Social Change Project
3. Youth Empowerment Services (YES) Program
4. Community Poverty Alleviation (CPA) Project
5. OECS/UNDP Human Resources Resilience Project
6. OECS/UNDP Multi-Dimensional Approaches to Poverty Reduction Project (MDAPP)

Stakeholders**Direct stakeholders:**

Cabinet Members
 Permanent Secretary, MNM
 Director of Social Development
 Heads of Divisions
 Company employees

Indirect stakeholders: Clients/beneficiaries Project sponsors Vendors	
Project Manager: La Fleur Quammie-Harry	Signature: 
Authorized by:	Signature:

Appendix 2: WBS

No.	Task
	Final Graduation Project: Design of a PMO in the Ministry of National Mobilisation, Social Development, etc.
1	Final Graduation Seminar
1.1	Week 1 Deliverables
1.1.1	Charter
1.1.2	WBS
1.2	Week 2 Deliverables
1.2.1	Introductory Chapter
1.2.2	FGP Schedule
1.3	Week 3 Deliverables
1.3.1	Theoretical framework
1.4	Week 4 Deliverables
1.4.1	Methodological framework
1.5	Week 5 Deliverables
1.5.1	Executive Summary
1.5.2	Bibliography
1.5.3	Indexes
1.5.4	Signed Charter
1.6	Graduation Seminar Approval
2	Tutoring process
2.1	Tutor
2.1.1	Tutor assignment
2.1.2	Communication established
2.2	Adjustments of previous chapters (If needed)
2.3	Charter IV. Development (Results)
2.3.1	Submission of Gap Analysis and PMO Charter
2.3.2	Tutor Review
2.3.3	Operating Process and Organizational Structure and corrections submission
2.3.4	Tutor Review
2.4	Chapter V. Development (Conclusion and Recommendations)
2.4.1	Tutor Review
2.5	Final Graduation Project Submission to Philology
2.6	Final Graduation Project Submission to Tutor
2.7	Tutor approval
3	Reading by reviewers
3.1	Reviewers assignment request
3.1.1	Assignment of two reviewers
3.1.2	Communication

3.1.3	FGP submission to reviewers
3.2	Reviewers work
3.2.1	Reviewer
3.2.1.1	FGP reading
3.2.1.2	Reader 1 report
3.2.2	Reviewer
3.2.2.1	FGP reading
3.2.2.2	Reader 2 report
4	Adjustments
4.1	Report for reviewers
4.2	FGP update
4.3	Second review by reviewers
5	Presentation to Board of Examiners
5.1	Final review by board
5.2	FGP grade report
FGP End	

APPENDIX 3: FGP Schedule

Task Name	Duration	Start	Finish	Predecessors
Design of a PMO in the Ministry of National Mobilisation, Social Development, etc.	296.38 days	Mon 6/26/17	Mon 7/30/18	
FGP Start	0 days	Mon 6/26/17	Mon 6/26/17	
1. Graduation Seminar	25 days	Mon 6/26/17	Mon 7/31/17	2
1.1. FGP Deliverables	20 days	Mon 6/26/17	Mon 7/24/17	
1.1.1. Charter	5 days	Mon 6/26/17	Mon 7/3/17	
1.1.2. WBS	5 days	Mon 6/26/17	Mon 7/3/17	
1.1.3. Chapter I. Introduction	5 days	Mon 7/3/17	Mon 7/10/17	5,6
1.1.4. Chapter II. Theoretical framework	5 days	Mon 7/10/17	Mon 7/17/17	7,12
1.1.5. Chapter III. Methodological framework	5 days	Mon 7/17/17	Mon 7/24/17	8
1.1.6. Annexes	15 days	Mon 7/3/17	Mon 7/24/17	
1.1.6.1. Bibliography	5 days	Mon 7/17/17	Mon 7/24/17	8
1.1.6.2. Schedule	5 days	Mon 7/3/17	Mon 7/10/17	6,5
1.2. Graduation Seminar approval,	5 days	Mon 7/24/17	Mon 7/31/17	9,11,10
2. Tutoring process	89 days	Mon 2/19/18	Wed 6/13/18	13FS+9 days
2.1. Tutor	6.38 days	Mon 2/19/18	Tue 2/27/18	
2.1.1. Tutor assignment	1 day	Mon 2/19/18	Mon 2/19/18	13
2.1.2. Communication	5 days	Sat 2/24/18	Fri 3/2/18	16
2.2. Adjustments of previous chapters (If needed)	10 days	Sun 3/4/18	Fri 3/16/18	16,17
2.3. Charter IV. Development (Results)	22 days	Fri 4/13/18	Sun 5/13/18	18
2.3.1 Conduct a gap analysis to determine the type and level of PMO required	4 days	Fri 4/13/18	Wed 4/18/18	18
2.3.2. Develop the PMO Charter to outline the mission, vision, strategic objectives.	4 days	Fri 4/20/18	Wed 4/25/18	
2.3.3. Submission of Objectives 1 and 2	0 days	Wed 4/25/18	Wed 4/25/18	21
2.3.4. Tutor Review #1	4 days	Thu 4/26/18	Tue 5/1/18	22
2.3.5. Incorporate corrections from previous review	1 day	Wed 5/2/18	Wed 5/2/18	23
2.3.6. Develop the Operating process to enable effective communication, governance and change management.	3 days	Thu 5/3/18	Mon 5/7/18	24
2.3.7. Define the organisational structure, roles and responsibilities of the PMO to ensure sustainability and effective coordination.	3 days	Tue 5/8/18	Thu 5/10/18	25
2.3.8. Submission of objectives 3 and 4	0 days	Sun 5/13/18	Sun 5/13/18	25,26

2.3.9.Tutor Review #2	4 days	Sun 5/13/18	Wed 5/16/18	27
2.3.10.Incorporate corrections from previous review	1 day	Thu 5/17/18	Thu 5/17/18	28
2.4. Charter V. Development (Conclusion and Recommendations)	9 days	Thu 5/17/18	Fri 5/25/18	
2.4.1 Develop conclusions	2 days	Fri 5/18/18	Sat 5/19/18	29
2.4.2 Develop Recommendations	2 days	Sun 5/20/18	Mon 5/21/18	31
2.4.2 Submission of conclusions and Recommendations	0 days	Mon 5/21/18	Mon 5/21/18	32
2.4.3 Tutor Review #3	4 days	Tue 5/22/18	Fri 5/25/18	33
2.4.4 Incorporate corrections from previous review	1 day	Sat 5/26/18	Sat 5/26/18	34
2.5 Final Graduation Project Submission to Philology	12 days	Sat 5/26/18	Fri 6/8/18	
2.5.1 Philology professional review	10 days	Sat 5/26/18	Wed 6/6/18	
2.5.2 Incorporate revision dictum of philologist	2 days	Thu 6/7/18	Fri 6/8/18	37
Final Graduation Project Submission to Tutor	0 days	Sat 6/9/18	Sat 6/9/18	38
Tutor approval	3 days	Mon 6/11/18	Wed 6/13/18	
3.Reading by reviewers	14 days	Thu 6/14/18	Tue 7/3/18	40
3.1. Reviewers assignment request	4 days	Thu 6/14/18	Tue 6/19/18	40
3.1.1. Assignment of two reviewers	2 days	Thu 6/14/18	Fri 6/15/18	40
3.1.2. Communication	1 day	Mon 6/18/18	Mon 6/18/18	43
3.1.3. FGP submission to reviewers	1 day	Tue 6/19/18	Tue 6/19/18	44
3.2. Reviewers work	10 days	Wed 6/20/18	Tue 7/3/18	
3.2.1. Reviewer	10 days	Wed 6/20/18	Tue 7/3/18	
3.2.1.1. FGP reading	9 days	Wed 6/20/18	Mon 7/2/18	45
3.2.1.2. Reader 1 report	1 day	Tue 7/3/18	Tue 7/3/18	48
3.2.2. Reviewer	10 days	Wed 6/20/18	Tue 7/3/18	
3.2.2.1. FGP reading	9 days	Wed 6/20/18	Mon 7/2/18	45
3.2.2.2. Reader 2 report	1 day	Tue 7/3/18	Tue 7/3/18	51
4,Adjustments	14 days	Wed 7/4/18	Mon 7/23/18	
4.1. Report for reviewers	9 days	Wed 7/4/18	Mon 7/16/18	52,48
4.2. FGP update	1 day	Tue 7/17/18	Tue 7/17/18	54
4.3. Second review by reviewers	4 days	Wed 7/18/18	Mon 7/23/18	54,55
5. Presentation to Board of Examiners	5 days	Tue 7/24/18	Mon 7/30/18	
5.1. Final review by board	2 days	Tue 7/24/18	Wed 7/25/18	56
5.2. FGP grade report	3 days	Thu 7/26/18	Mon 7/30/18	58
FGP End	0 days	Mon 7/30/18	Mon 7/30/18	59

Appendix 4: Sample Interview Questions

1. What is your current job position within the MoNMSD?
2. Is your division implementing any projects within the MoNMSD?
3. If yes, who are the coordinators of these projects?
4. Are these project coordinators qualified or are experts in the field of project management?
5. Is there a standard followed for the management of projects by your division?
6. How can the management of projects be improved in the MoNMSD?
7. Have you ever heard about a Project Management Office?
8. Do you think the establishment of a PMO would assist in the improvement of the performance of projects in the MoNMSD?
9. Where within the organizational structure of the MoNMSD should the PMO be place?

Appendix 5: Level of Maturity Assessment Questionnaire

1. Leadership Alignment:

A strong and determined leadership is required for the process improvement of an organization. In your opinion, do you think the leadership of the MoNMSD has demonstrated an alignment to process improvement?

R1 [] No leadership alignment for process improvements.

R2 [] Leadership is somewhat aligned with process improvements, but visible and active selection and review of projects are not in place. No trained and committed resources are available to support projects.

R3 [] Leadership aligned with process improvements, visible and active selection and review of projects. No resources available to support projects.

R4 [] Leadership is aligned with vital few metrics, visible selection and review of projects. Some trained resources available.

R5 [] Trained and committed resources supporting projects.

2. Leadership approach towards Lean:

Do you think that the leadership of the MoNMSD has a good grasp or understanding of the Lean approach to maximizing productivity?

R1 [] Administrators demonstrate no understanding of the Lean approach.

R2 [] Administrators demonstrate an understanding of the Lean approach.

R3 [] Administrators demonstrate an understanding of Lean but do not have full faith.

R4 [] Administrators demonstrate good understanding and have faith in Lean. Leadership is committed but not prepared for accelerated business improvement.

R5 [] Senior staff members have full understanding and faith in Lean; leadership is prepared for accelerated business improvement.

3. Employee Involvement:

Are employees of the MoNMSD involved in the decision-making for the process improvement of the organization?

R1 [] Little or no involvement of people in process improvements.

R2 [] Involvement of people in process improvements to some extent and people are eager to work in teams.

R3 [] People from cross-functional teams whenever a problem is identified.

R4 [] Quality improvement, problem-solving and corrective action teams are in place. 25% to 50% of employees are engaged in teams.

R5 [] 50% or more employees are involved in teams; open access to top management; empowered to stop the process for quality.

4. Training/Education:

Does the MoNMSD provide training or any form of education that is geared towards process improvement of quality improvements?

R1 [] No training on Lean tools or quality improvement tools, methodologies or even concepts.

R2 [] Few staff members have knowledge about different concepts of improvement methodology but not formally trained.

R3 [] Staff members are trained in some basic concepts.

R4 [] Staff members have a good understanding of process improvement methodologies.

R5 [] More than 5% of employee time is devoted to training and implementing improvements.

5. Process Capability:

How does the MoNMSD use the Sigma levels indices in its capability process assessment?

- R1 [] The area of assessment has sigma level less than or equal to 1 for its most critical process.
- R2 [] The area has sigma level greater than 1 but less than or equal to 2.
- R3 [] The area has sigma level greater than 2 but less than or equal to 4.
- R4 [] The area has sigma level greater than 4 but less than 6.
- R5 [] The area has sigma level greater than 6 but is greater than or equal to 2.

6. Approach to Errors:

How does the MoNMSD deal with errors on site regularly?

- R1 [] Errors would occur; inspect them; accept cost of scrapping and rework; deal with customer complaints.
- R2 [] Although errors occur but some initial thought prevails to implement or design error-free systems using Lean.
- R3 [] Inspection and control only; some data collection to regulate variance.
- R4 [] Inspection, control and improve; data collected to regulate variance.
- R5 [] Zero-defect quality mindset.

7. Data Driven Problem-solving:

How accurate and meticulous does the MoNMSD collect and use data to improve its operations and future projects?

- R1 [] Insufficient data available for key processes needing improvement.
- R2 [] Organisation does not use data driven problem-solving methods to a great extent.
- R3 [] Data collection processes are not systematic and in place.

- R4 [] Organisation uses data driven problem-solving methods. Data collection is systematic and efficient, although MSA not done extensively.
- R5 [] MSA is done extensively and people know the tools needed to analyse the data.

8. Methodologies of Continuous Improvement (CI)

What methodologies are used in the company to guarantee continuous improvements?

- R1 [] No formalized improvement methods exist. No evidence of employees, or managers concerned about CI.
- R2 [] Improvements reactive – usually come from management, engineering, supervision or when a customer complaint is received. Some training commenced in problem-solving.
- R3 [] Some improvement methodology evident, teams sometimes used to develop solutions. CI training supported by management.
- R4 [] CI used to advance company. All associates trained. Open documentation and dashboards used to track improvements tied to dollar savings.
- R5 [] Methods such as PDCA are known and used by all employees; CI is part of company culture.

9. Standard work procedures:

Does the MoNMSD have and use standard work procedures to ensure the consistent quality delivery of projects?

- R1 [] No standard work procedures exist. No understanding of the connection between CI and work standards.
- R2 [] Some standard work procedures exist to show how the process made, materials flow and administrative processes function, but are not current nor displayed. Thinking of internal customers begins.

- R3 [] Standard work procedures are current and posted in appropriate areas.
- R4 [] Employees have quick and free access to all standard work. CI to operations reflected in procedures.
- R5 [] All standard work procedures can be seen in most areas. Process owners know the what, when, where, why and how of their areas. Ownership taken to use standards and keep them current.

10. Value Stream Mapping (VSM):

Does the company use value mapping as a tool for future improvements?

- R1 [] No process is mapped according to the value stream.
- R2 [] An understanding of VSM is evident. Some attempts have been made to map a simple process.
- R3 [] A number of people have been trained in VSM, some processes mapped. No improvements.
- R4 [] Most understand value of VSM. Mapping has uncovered opportunities for improvement. Action plans are in place. Rapid improvement blitzes preceded by VSM.
- R5 [] Most processes mapped with results of action plans recorded.

11. Accounting Support to Lean:

Does the MoNMSD accounting system support Lean:

- R1 [] Accounting system provides basic financial data based on cost accounting. There is little awareness of account's role in support of Lean initiatives.
- R2 [] There is awareness that accounting has a role in Lean. Some staff has been trained and initial analysis has been undertaken.
- R3 [] All key staff has been trained. Prior project has begun; department targeting waste in its processes.

R4 [] Key value streams are using Lean. Decisions are being made using Lean financial data. Some initial investigation to review current standard cost methods.

R5 [] Accounting system provides financial data based on measurements at the value stream level and provide support for Lean.

12. House Keeping:

Is the current condition of the MoNMSD work place conducive for workers development and boost of workers' confidence and pride?

R1 [] Disruptive and messy, no formal workplace organization standard in place. No order, area untidy, materials have multiple locations.

R2 [] Company aware of 5S principles but no training underway. Non-routine cleaning takes place.

R3 [] Most areas have begun 5S. Materials have permanent positions, cleaning schedule followed. Teams investigate root causes of disorder. Employees participate, support, understand and do most cleaning.

R4 [] Audit teams assess 5S standards. All areas are working on standardizing processes. Evidence of employee pride noticeable.

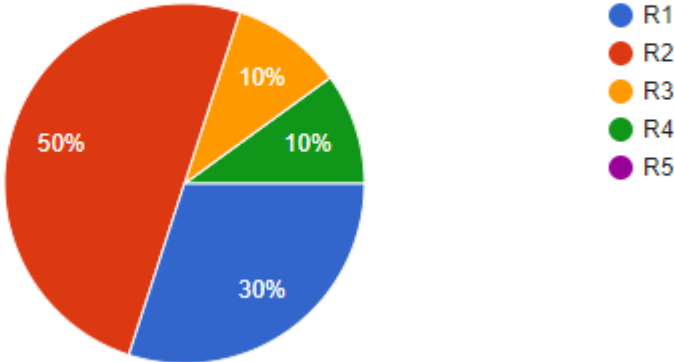
R5 [] Clean, orderly, self-maintained; always "tour" ready.

Appendix 6: Maturity Assessment Responses

Question 1

Leadership Alignment

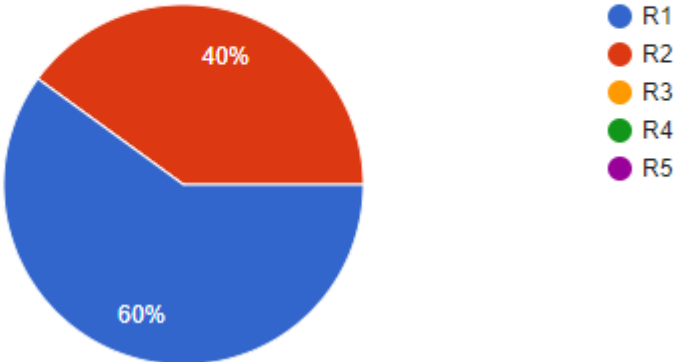
10 responses



Question 2

Leadership approach towards Lean

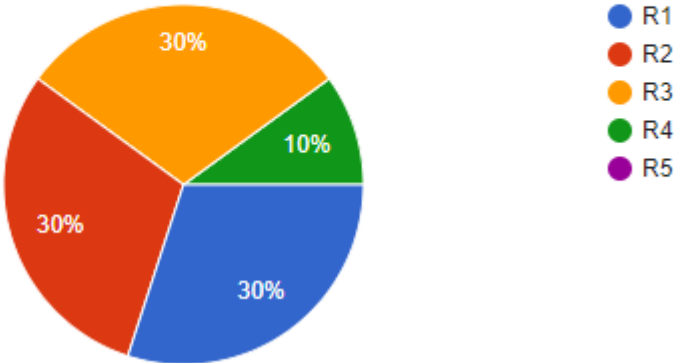
10 responses



Question 3

Employee Involvement

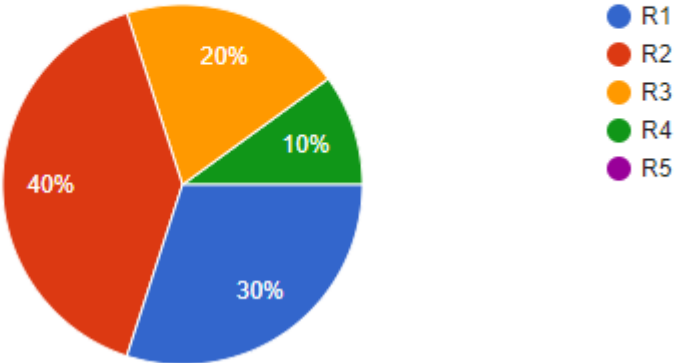
10 responses



Question 4

Training/Education

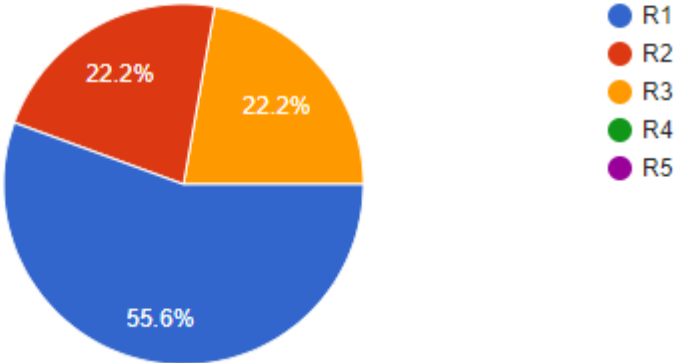
10 responses



Question 5

Process Capability

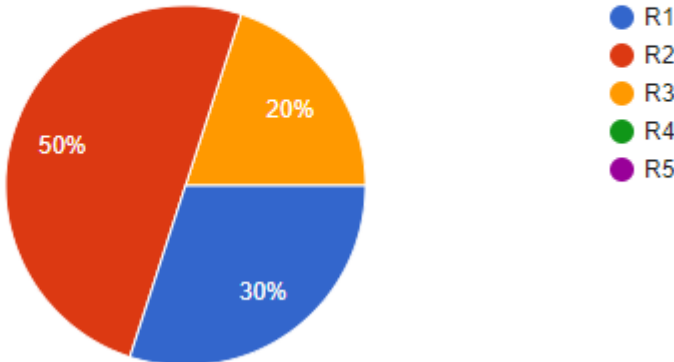
9 responses



Question 6

Approach to Errors

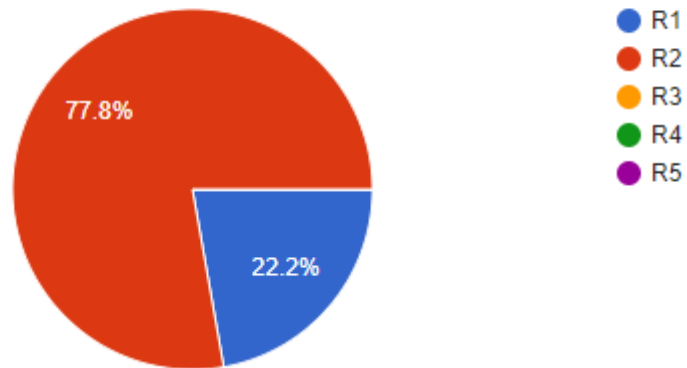
10 responses



Question 7

Data Driven Problem-solving

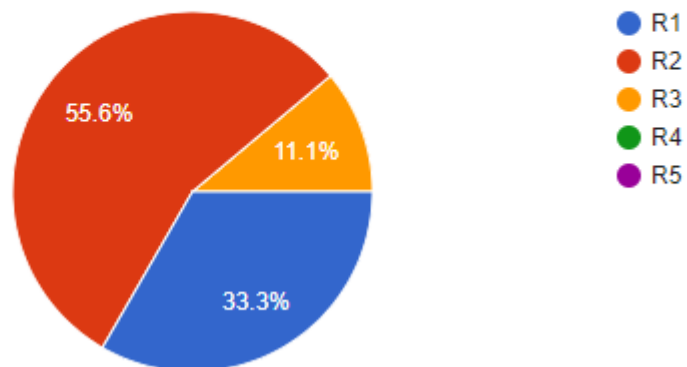
9 responses



Question 8

Methodologies of Continuous Improvement (CI)

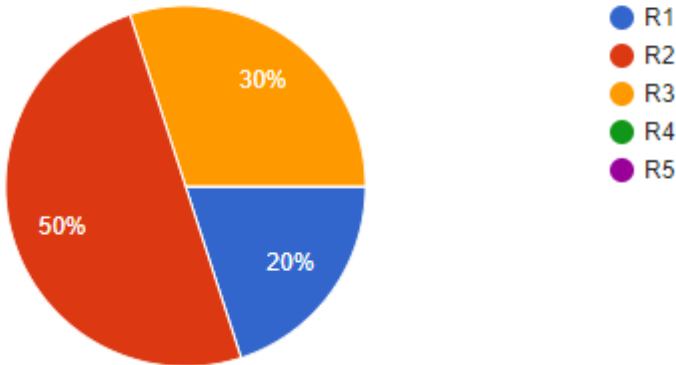
9 responses



Question 9

Standard Work Procedures

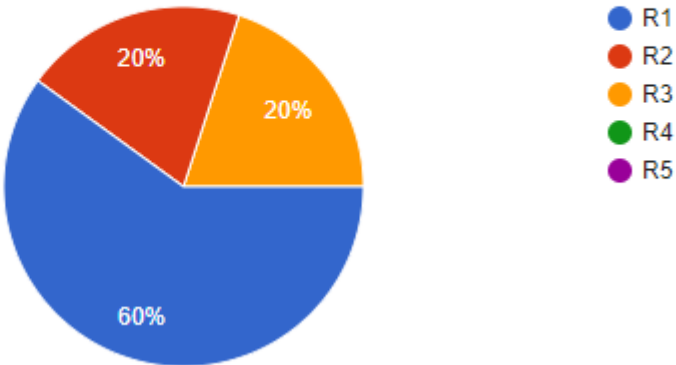
10 responses



Question 10

Value Stream Mapping

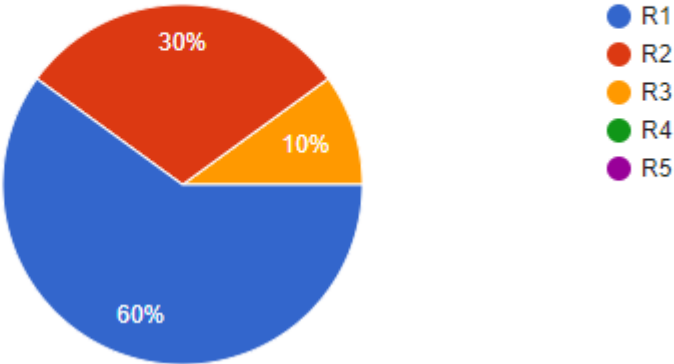
10 responses



Question 11

Accounting Support to Lean

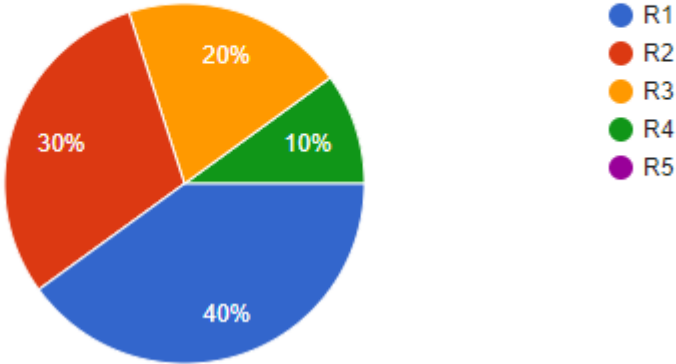
10 responses



Question 12

House Keeping

10 responses



Appendix 7: Revision Dictum

Dr Keith Glasgow
Fountain Road, Upper Villa,
Villa
Belair P.O.
ST. VINCENT AND THE GRENADINES
Email: glasgowkeith@gmail.com
Tel: 784-457-5964

June 8, 2018

Academic Advisor
Masters Degree in Project Management (MPM)
Universidad Para La Cooperacion Internacional (UCI)

Dear Academic Advisor,

SUBJECT: Philological approval of the Final Graduation Project entitled: *Design of a Project Management Office in the Ministry of National Mobilisation, Social Development, the Family, Gender and Youth Affairs* submitted by La Fleur Quammie-Harry

I, Keith Glasgow, hereby confirm that **LA FLEUR QUAMMIE-HARRY** has made all the requisite corrections to the Final Graduation Project document as advised. In my opinion, the document does now meet the literary and linguistic standards expected of a student reading for a Master's degree.


.....

Keith Glasgow (Dr.)

Appendix 8: Undergraduate Academic Qualification of Philologist



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

It is hereby certified that

Keith Brenton Glasgow

having completed the required programme of studies

is admitted to the degree of

Bachelor of Education (Intermediate/Secondary)

with all the rights and privileges attendant thereon

GIVEN UNDER THE SEAL OF THE UNIVERSITY

this 1st day of June 2001



Chancellor *José Amador*

President and Vice-Chancellor *Arvid Heisen*

Registrar *John W. Collins*

Appendix 8: Post-Graduate Academic Qualification of Philologist



Appendix 9: Professional Academic Qualification of Philologist



UNIVERSITY OF TORONTO
OISE | ONTARIO INSTITUTE
FOR STUDIES IN EDUCATION

CERTIFICATE OF COMPLETION

Continuing & Professional Learning

KEITH BRENTON GLASGOW

has successfully completed

TEACHING ENGLISH AS A FOREIGN LANGUAGE (TEFL)

*A 120 hour intensive course in successful teaching abroad
with a specialization in Teaching Business English and Digital Technology in the Classroom*

Elisabeth Rees-Johnstone
Executive Director, Continuing & Professional Learning
Ontario Institute for Studies in Education
University of Toronto

APRIL 23 2018

Certificate Code: TA-000580406

Appendix 10: Doctoral Academic Qualification of Philologist

