

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROPOSAL OF A PROJECT MANAGEMENT METHODOLOGY(PMM) FOR THE
ST. KITTS MINISTRY OF TOURISM'S (MOT'S) PROJECTS UNIT (PU) FOR
EFFECTIVE AND EFFICIENT IMPLEMENTATION OF PROJECTS

Therez Anique Ambrose-Versailles

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Masters in project management (MPM) Degree

Carlos Castro Torres
TUTOR

María Fernanda Ibarra López
REVIEWER No.1

Bolívar Solórzano Granados
REVIEWER No.2



Therez Anique Ambrose-Versailles
STUDENT

DEDICATION

This study is dedicated to my husband, Mr. Stuart Versailles and our three sons, Aiden, Ryan and Ian. To my mother, Ms. Julie-may Francis, for always reminding me that success comes to those who endure to the end. They are my constant reminder that everything I do is to ensure that I help provide the best for my family.

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As I end what has been a difficult yet rewarding journey, gratitude is a must. Balancing the rigours of work, the impacts of the COVID-19 pandemic, the demands of making a house a home for my family and just life in all its mischievous glory, has opened up a well of fortitude that I did not know I possessed; for that I am grateful.

I acknowledge God's presence in my highs and my lows and thank him for never leaving my side.

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To the Consultant at Global Dr Coach, thank you for helping me to accomplish what felt like the impossible.

To my colleagues at the Ministry of Tourism and former supervisor of the Projects Unit and Permanent Secretary of the Ministry of Tourism, a heartfelt thank you for contributing to my accomplishment; it is indeed invaluable.

My cohorts, I wish you success in all your future endeavours.

Though I have not named anyone specifically, know that you were all in my thoughts while writing. Thank you!

ABSTRACT

The Final Graduation Project's (FGP's) objective is to identify a Project Management Methodology (PMM) that would assist the Projects Unit (PU) within the Ministry of Tourism (MoT) to enhance its processes and procedures for the implementation of projects. The PU does not have a defined methodology as prescribed by the *PMBOK® Guide (2017)*; it does, however, have the mandate to aid in the decentralization of the tourism product. This has prompted a pivot towards developing capital projects that have a greater impact on a federal level; ones that follow a more stringent framework and are geared towards maximizing opportunities and mitigating risks

The preliminary findings on the feasibility of the study were submitted to ensure that the relevant information was available. Hence, an analysis of the current situation was possible to support the finding of probable solutions to the perceived issue of the PU not having a defined methodology. Through observation of cross-sectional studies of the evidence, the baseline for analysis of the data is established. Based on the needs and gaps to be filled, the proposal would recommend a methodology built around industry best practices which align with and support the ministry's strategies for the sustainable development of the tourism product.

Documents were reviewed, meetings were conducted, and a skills gap assessment was done to ascertain the current status of the PU. The research identified five priority areas that need improvement, and a hybrid system was proposed. The Waterfall method was recommended because it would best suit the rigid structure of inter-ministerial interaction and the flexibility within an agile framework that accommodates projects of varying size and complexity, thus the Scrumban Method. Integrating a Strategic Management Plan into the processes and procedures could be beneficial to the PU. It was further recommended that elements of the Critical Path and Critical Chain Management be incorporated to support the prioritization processes that would aid decision-making with respect to resource availability and allocation. Examples of possible templates were also presented. It was encouraged that there is constant review of the PMM so that there is a constant alignment of the Ministry's mission and output and an increased likelihood that the tools, techniques, human capacity, processes, and procedures work in tandem to fulfil expectations.

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ABBREVIATIONS AND ACRONYMS

- AS Assistant Secretary
- CBT Community-Based Tourism
- CCORAL Caribbean Climate Online Risk and Adaptation Tool
- CCCCC Caribbean Community Climate Change Centre
- CTO Caribbean Tourism Organization
- FGP Final Graduation Project
- GoSKN Government of St. Kitts and Nevis
- ICT Information and Communication Technology
- MoF Ministry of Finance
- MoT Ministry of Tourism
- MoU Memorandum of Understanding
- VNR Voluntary National Review
- PEST Political, Economic, Social and Technological Analysis
- PMM Projects Management Methodology
- PS Permanent Secretary
- PSIP Public Sector Investment
- PU Projects Unit
- PPCP Public Sector, Private Sector and Community Partnerships
- RD Regenerative Development
- SDG Sustainable Development Goals
- SKN St. Kitts and Nevis
- SKNNSP St. Kitts and Nevis National Strategic Plan
- SKTA St. Kitts Tourism Authority
- SWOT Strength, Weakness, Opportunity, and Threat
- TMSME Tourism Micro Small and Medium Enterprises
- UN United Nations
- USD United States Dollar
- UNWTO United Nations World Tourism Organization
- WBS Work Breakdown Structure

- XCD Eastern Caribbean Dollar

EXECUTIVE SUMMARY

Since the seventeenth century the sugar industry had sustained the economy of St. Kitts and Nevis (SKN). By the 1950s, the Federation had begun experiencing an uptake in visitor arrivals, resulting in increased investments in the sector. It was not until July 2005 however that the tourism industry became the main economic driver. Over the years legislation would have been amended and introduced and various policies and strategies implemented to support sectoral reform and development. Among the most recent of these efforts is the St. Kitts Tourism Sector Strategy and Action Plan 2014 -2019, which formed the blueprint to guide its operations in the industry. In 2015, the Ministry of Tourism (MoT) took an affirmative stance to foster more sustainable development of the sector, with a focus on developing Community-Based Tourism (CBT) and Research and Documentation. This was deemed necessary to equip the Projects Unit (PU) to deliver on the Ministry's mandate to assist in diversifying and decentralizing the tourism product and delivering a more authentic and organic guest experience. The desired win-win outcome would be that more people in the rural areas specifically, and more Kittitians generally would participate in tourism-centred initiatives and thus earn sustainable, decent livelihoods from Tourism. To this end the PU was charged with working collaboratively with the relevant internal and external entities to execute a number of innovative projects. (N. Morton, personal communication, August 13, 2022).

Achieving these expected outcomes would be demanding on a number of levels, requiring marked increases in a number of resources such as human, time and budget. In public sectors around the world these are often commodities that are in limited supply to the extent that they can negatively impact the quality of work to be done and the expected outcomes. St. Kitts is no different. With the PU venturing into capital projects, the responsibilities would increase, as would the risks. The PU's specific challenge then would lie not in the capability of its members but rather in the availability of important and relevant resources. This research then aims to identify and propose a methodological framework that would support the processes and procedures of the PU for its sustained effort and interest.

The PU since 2021 has been preparing itself to venture into managing capital projects and would benefit from establishing a defined Project Management Methodology (PMM). Therefore, establishing such a framework would promote the delivery of quality results within defined constraints. Such a proposal if approved for the 2023 fiscal year would allow the unit to continuously improve on its foundation of providing quality service and optimize its resources by increasing its capacity to deliver projects that have more impact on a local and Federal level. Given this dynamic, the Researcher has proposed that the PU utilize the tools and techniques recommended for best practices in the *PMBOK® Guide (2017)* by incorporating a defined methodology in its processes and procedures that would enhance the implementation of its projects.

The General Objective of the Final Graduation Project (FGP) is to propose a Project Management Methodology (PMM) for the Projects Unit (PU) of the Ministry of Tourism (MoT). This Project Management Methodology (PMM) could be implemented in the fiscal year 2023. It would aid in enhancing the processes and procedures utilized for effective and efficient implantation and execution of projects

over the next five years. The Specific Objectives would then aim to: conduct an assessment of the Projects Unit to gather strengths and weaknesses of current project management practices; develop a report that documents the findings from the assessment; define a methodology that enhances the efficiency and effectiveness of processes and procedures for project implementation; ensure that the proposed methodology facilitates continued alignment of the Ministry of Tourism's pro-people, pro-planet strategic thrust and present a proposal to the Permanent Secretary of the Ministry of Tourism for approval.

The proposal intends to utilize both qualitative and quantitative data from documentary and non-documentary sources to describe and analyze the current situation of the PU and based on the evidence, to recommend a methodology in which its best practices support and align with the sustainable development of the ministry.

1 INTRODUCTION

Continuous improvement means building upon what works by identifying the successes, capitalizing on the opportunities that present themselves, establishing what is needed to meet the goals and setting up a framework to measure whether the milestones have been met.

The FGP aspires to improve on the best practices of the Projects Unit (PU) and, by extension, the Ministry of Tourism (MoT). It proposes to highlight the current practices and define a Project Management Methodology (PMM) that would adapt to the dynamics of the Unit thus enhancing its processes and procedures for the implementation of projects.

The FGP also looked at the assumed factors that would contribute to the methodology being a success, the factors that may limit the FGP being completed on time and the perceived risks that may also impact the study.

1.1. Background

For over three hundred years, the sugar industry sustained the economy of St. Kitts and Nevis (SKN). It became evident by the nineteenth century that little effort was being made to diversifying the economy partly due to the remnants of the Navigation Acts of the 1600s. Post-emancipation saw a mass exodus from the plantations as descendants of slaves sought to elevate themselves by demanding better wages and living conditions. By the time of the twentieth century, slow technological advancement in the agricultural sector and general improvements had halted commercial production in Nevis, while on St. Kitts sugar production was centralized and fed into one main processing factory. Though this was relatively successful with the added support of the signing of the Sugar Protocol, it was not sustainable owing to the underlying issues of better pay, operational cost, low revenue, global competition from larger markets, a cheaper source of sugar and natural disasters that still loomed, causing further decline (Adaptation Strategy in response to the New EU Sugar Regime 2006 - 2013, April 2006).

Comparably, in the 1950s, St. Kitts and Nevis, as did many Caribbean countries, started to experience an uptake in visitor arrivals, thus piquing the interest of the government to start investing in the budding tourism sector. Many visitors

came looking to experience the quintessential “island life” of sun, sea, and sand. St. Kitts seemingly still regarded as “untouched”, with its landscapes of rolling sugarcane-topped hills, afforded them that experience.

This gave rise to several pieces of legislation in the form of Acts from the 1970s onward to develop the tourism subsectors that covered accommodation, transportation, food and beverage, attractions, tourism services, travel and trade, events, and recreational activities. These legislative measures would have been commissioned by or supported by the MoT. However, it was not until July 2005, when the state-run sugar industry closed its doors that the Tourism Industry became the main economic driver for the twin-island state. Legislations would have been amended and new ones formed for sectorial development.

Supporting these laws and policies would be the creation of Tourism Sector Strategic Action Plans, with the most recent being the Government of St. Kitts and Nevis: St. Kitts Tourism Sector Strategy and Action Plan 2014 -2019 that formed the blueprint to guide operations (N. Morton, personal communication, August 13, 2022).

In 2015, the MoT took an affirmative stance to foster more sustainable development of the sector, with a focus on developing Community-Based Tourism (CBT) and tourism-related Research and Documentation. The then Senior Tourism Projects Officer, Ms. Novelette Morton joined the staff of the Ministry in January 2013 to work along with European Consultant Dr. Auliana Poon to craft the Tourism Strategy. Her experience in Human Resource and Projects Manager at the St. Kitts Tourism Authority (SKTA) qualified and charged Ms. Morton with the responsibility of recruiting officers to fill the positions of Community Tourism Officer and Tourism Research Officer. The Senior Tourism Projects Officer was responsible for training and equipping both officers to deliver concrete and measurable results in critical areas. This was deemed necessary if the MoT and by extension, the PU were to achieve its goal of decentralizing the tourism product by ensuring that the people in rural and urban areas benefit from inclusive, broad-based forms of tourism activities, which would empower them and allow them to earn decent livelihoods (N. Morton, personal communication, August 13, 2022).

N. Morton, (personal communication, August 13, 2022) further wrote that, given the volume of work to be undertaken by the Ministry as a whole and to encourage collaborative and coordinated action for sustainable CBT development, it was determined that the new recruits should be a part of a unit charged with executing a number of innovative projects. Therefore, in 2016, the PU was officially created and headed by the Senior Tourism Projects Officer.

Over the years, the size of the unit grew as the responsibilities expanded. The unit has been engaged in CBT training, several clean-up and beautification projects, tourism education and awareness and data gathering and analysis. Although some of the officers have changed as persons have left the Ministry and new ones have joined, the journey at the MoT continues as the PU through a collaborative and inclusive approach, implements several projects aimed at facilitating the sustainable tourism development of St. Kitts.

Given this dynamic, the Researcher has proposed that the PU utilize the tools and techniques recommended for best practices in the *PMBOK® Guide* (2017) and similar sources by incorporating a defined methodology into its processes and procedures that would enhance the implementation of its projects.

1.2. Statement of the problem

Often, the public sector is limited by the availability of its physical resources, time and budget to get the job done. In any case, this would impact the quality of the work to be done and the expected outcome.

The PU, too, has had bouts of these limitations that have had an impact on the work executed. Managing projects requires a clear view of what is required in reference to capabilities, tools, and techniques. The PU's - specific issue appears to lie not in the capability of its members but rather in the availability of its resources.

Recently, one of the more experienced members of the PU retired at a time when several projects were underway. Though there are systems in place for this transition period, it highlighted the deficiencies in said system and the strain placed on the remaining staff to see each initiative through effectively and efficiently.

With the PU venturing into supervising capital projects, the responsibilities will increase, as would risks if activities do not follow the path of success plotted. The outcome would undoubtedly have a significant impact at a federal level.

The research then aims to identify and propose a methodological framework that would buttress the processes and procedures of the PU for its sustained effort and interest, as it was created to manage various innovative projects (N. Morton, personal communication, August 13, 2022).

1.3. Purpose

At present, the PU does not have a defined methodological framework that guides the processes and procedures for project implementation as proposed by the *PMBOK® Guide* (2017). As a public entity, document submission is governed by the requirements of the requesting department or organization. Similarly, there are very few standard templates for the submission of reports or for tracking projects to measure progress that would include Minutes of Meeting or the standard format for Memorandums or a Minute Paper that accompanies correspondence.

Since 2021, the PU has been preparing itself to venture into managing capital projects which are classified as projects that must have a start and end date and may include a minimum investment of XCD one hundred thousand dollars. (N. Gardener, personal communication, August 2, 2022). In addition, the project must have infrastructural and / or superstructural elements that facilitate socio-economic development.

Therefore, establishing such a framework would promote the delivery of quality results within defined constraints. The benefit of such a framework, as proposed by Siles, R (n.d.), is that it helps a project team by establishing a set of standards to initiate and manage projects through defined guidelines, definitions and templates that guide activities for successful delivery.

Such a proposal, if approved for the 2023 fiscal year would, allow the unit to continuously improve on its foundation of providing quality service and optimize its resources by increasing its capacity to deliver projects that have a greater impact at a federal level.

By streamlining these processes and procedures, the PMM proposal is expected to:

- decrease the duplication of work,
- increase the probability of success rates
- efficiently and effectively optimize the management of resource
- establish a framework to ensure that activities are aligned with the strategies of the MoT that foster sustainable development of the tourism product.
- improve and encourage stakeholder engagement,
- establish a framework that would effectively and efficiently manage the processes and procedures that encourage continuous improvement of the PU.
- Minimize risks and increase opportunities.

1.4. General objective

To propose a Project Management Methodology (PMM) for the Projects Unit (PU) of the St. Kitts Ministry of Tourism (MoT) that could be implemented in the fiscal year 2023 and would aid in enhancing the processes and procedures utilized for effective and efficient implementation of projects over the next five years.

1.5. Specific objectives

1. To conduct an assessment of the Projects Unit to gather strengths and weaknesses in current project management practices.
2. To develop a report that documents the findings from the assessment.
3. To define a methodology that enhances the efficiency and effectiveness of processes and procedures for project implementation.
4. To ensure that the proposed methodology facilitates continued alignment of the Ministry of Tourism's pro-people, pro-planet strategic thrust.
5. To present a proposal to the Permanent Secretary of the Ministry of Tourism for approval.

2 THEORETICAL FRAMEWORK

This section highlights the Ministry of Tourism's (MoT's) Mission and Vision statements, the services offered and assists in providing context to the organizational structure of the MoT and its chain of command. Moreover, it details the breakdown of the Projects Unit (PU), the rationale for its existence, the functions and purpose of the members of the unit as it correlates to the execution of duties.

Additionally, the section delves into an explanation of project management concepts that the Researcher may utilize in the elaboration of the Final Graduation Project (FGP).

The *PMBOK® Guide* (2017) is recognized as a body of knowledge that provides information of traditional and emerging project management practices that may be applied to projects of various size and complexity. This study would be guided by the information provided and like sources to determine the best practices that are tailored to the needs of the PU.

2.1 Company/Enterprise framework

The sugar industry for over three hundred years, sustained the economy of St. Kitts and Nevis (SKN). However, in the 1950s, St. Kitts and Nevis, as did many Caribbean countries, started to experience an uptake in visitor arrivals, thus piquing the interest of the government to start investing in the sector thus spurring the formulation of The Hotels Aid Act of 1956. This gave rise to other legislative developments that would have been commissioned and / or supported by the Ministry of Tourism (MoT). A few of the legislations that would have been created were The statistics Act of 1971; The Frigate Bay Development Act of 1973; The Hotel Accommodation and Restaurant Tax Act of 1976; The Hotel Proprietors Act of 1991; The Amenities for Tourist ordinance Act of 1994, St. Christopher Air and Sea Ports Authority Act of 1993; The St. Christopher Tourism Authority Act of 1999 and The Island Enhancement Act of 2003 are just a few of the legislations that were put in place to direct or indirectly grow the tourism sectors. However, it was not until 2005, when the state-run sugar industry closed its doors that the tourism industry became the main economic driver for the twin-island states. Legislations would have been amended and new ones formed such as The Cricket World Cup 2007 (Tourism

Accommodation Incentive) Act of 2007; The St. Christopher Tourism Authority (Prescribes Areas) Act of 2009; The St. Christopher Tourism Authority (Licensing and Vendors) Act of 2009; The St. Kitts and Nevis Yachting Policy of 2014 (GoSKN Law Commission, n.d., law Library Section). Supporting these aforementioned legislations and policy would be the creation of Tourism Sector Strategic Action Plans, with the most recent being that of the Government of St. Kitts and Nevis: St. Kitts Tourism Sector Strategy and Action Plan 2014 -2019.

Consequently, in 2015, the then Minister of Tourism and Permanent Secretary (PS), “both worked along with a 30+strong staff of dedicated officers to chart the way forward for the sustainable growth and development of the tourism industry and in building the human capacity of the Ministry. The team used the *St. Kitts Tourism Strategy and Action Plan 2014-2019* as a blueprint to guide its operations” (N. Morton, personal communication, August 13, 2022).

2.1.1 Company/Enterprise background

The 2014-2019 Tourism Strategy and Action Plan’s new thrust was to decentralize the tourism product from the traditional areas such as the South-East Peninsula and Frigate Bay. It proposed that through Community-Based Tourism (CBT), it would ensure that people in rural and urban areas benefit as a result of inclusive, broad-based forms of tourism activities, that would empower them and allow them to earn decent livelihoods (N. Morton, personal communication, August 13, 2022).

It was also understood that research is a necessary element of the MoT and, by extension, the PU to guide informed decisions on the sectors. It was evident that growth would not be possible in the industry without accurate data and analysis.

Additionally, the Statistics Department at the Ministry of Sustainable Development had the mandate of collecting and correlating data but faced a serious challenge in terms of providing timely statistics to the MoT. The Ministry wanted to move beyond the figures and engage in analysis of informed, sound decision-making and actions (N. Morton, personal communication, August 13, 2022).

The decision was therefore made by the Ministry’s management team to create these positions and fill them with suitable candidates. It was deemed critical

that research and documentation, along with CBT, should form the basis of much of the work of the Ministry. After several interviews were conducted in late 2015, the two positions were filled in November and December 2015 (N. Morton, personal communication, August 13, 2022).

N. Morton, (personal communication, August 13, 2022) further wrote that, given the volume of work to be undertaken by the Ministry as a whole and to encourage collaborative and coordinated action for sustainable CBT development, it was determined that the new recruits should be a part of a unit charged with executing a number of innovative projects.

2.1.2 Mission and vision statements

The tourism industry has been described as an export-type industry where the products and services are consumed internally. As a result, a mission statement should provide purpose and guide expectations in terms of national development in the sectors and what one might encounter when visiting the destination. Hence, the St. Kitts Ministry of Tourism's (MoT's) mission statement is presented below.

- **Mission Statement**

To work with all stakeholders to design, construct and deliver a sustainable and high-quality tourism product which can be enjoyed by each targeted visitor, while being valued and respected by all citizens and residents and which will contribute to improving the quality of life of the people of the Federation.

Similarly, the vision statement further adds clarity and inspires decision-makers as to what the ministry hopes to accomplish within the five years since the strategic action plan was implemented. The vision statement of the MoT is listed below.

- **Vision Statement**

To be a quality tourism destination that is people-centred and economically and environmentally sustainable.

2.1.3 Organizational structure

The MoT as its name suggests, is a government entity and therefore, follows the general make-up. The MoT is headed by a Minister who is an elected member of parliament who was assigned a portfolio (Tourism) upon being sworn into government. The Minister helps to set policies for sectoral development that align themselves with the strategies outlined in the St. Kitts and Nevis National Strategic Plan (SKNNSP) for Federal development. Next in command is the Permanent Secretary (PS) who is appointed to the position by the Minister. The PS is the most senior civil servant within the Ministry. The PS oversee the daily operations of the Ministry which include supervising, promoting, and disciplining civil servants and ultimately providing timely advice to the Minister. Following the PS is the Assistant Secretary (AS) who would have a similar role to the PS by providing added technical advice and support. However, their power of authority may become equal to that of the PS upon the PS's temporary or permanent absence from the ministry.

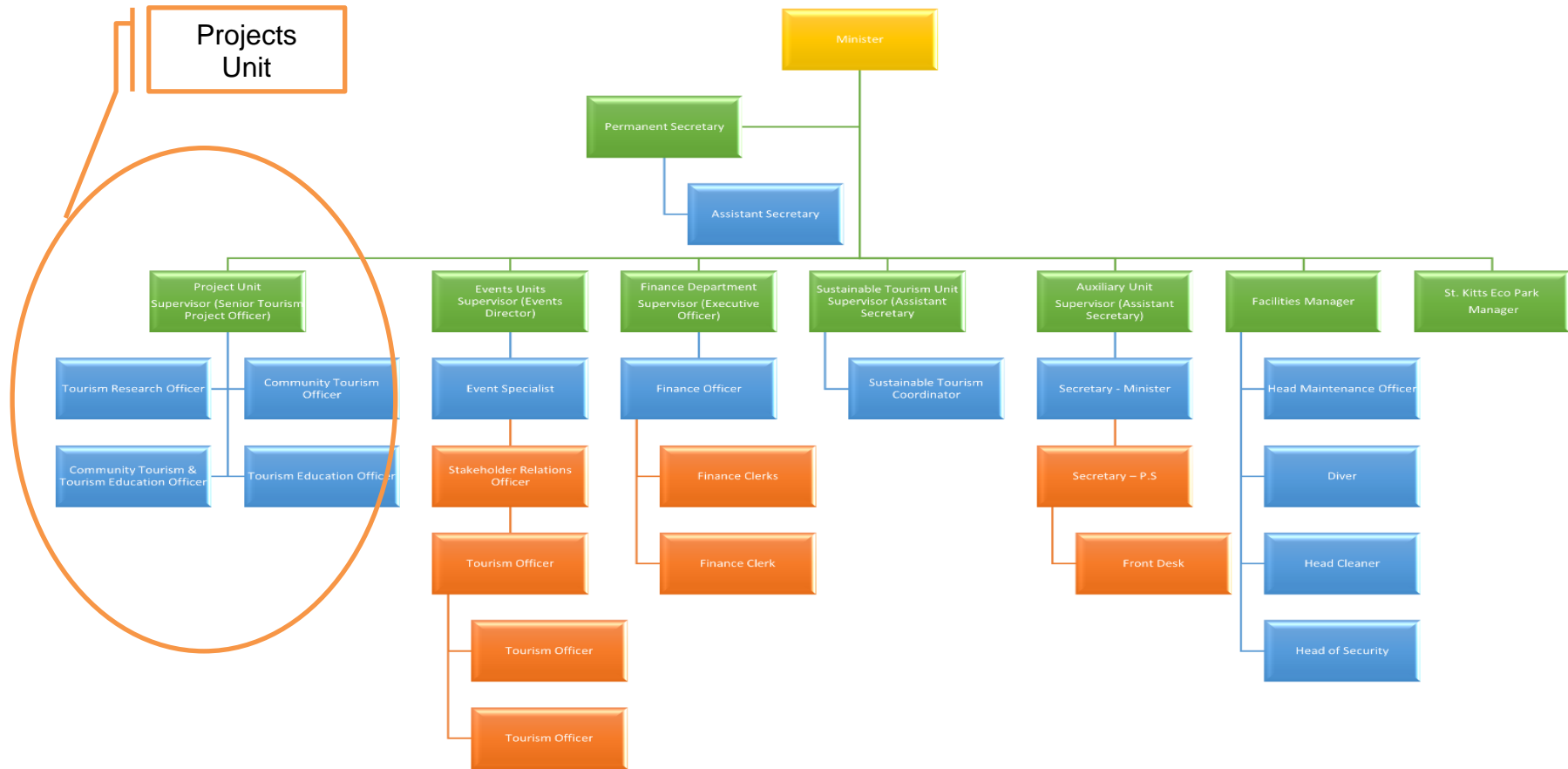
The next level would be that of the Heads of Departments. This would include the Projects, Events, Sustainable Tourism and Auxiliary Units, Finance Department, Facilities and the St. Kitts Eco-Park Managers and their staff.

At the time of the elaboration of this document, the Projects Unit (PU) was supervised by a Senior Tourism Projects Officer. This was a pseudo position within the MoT as the supervisor was seconded from the sister agency, the St. Kitts Tourism Authority (SKTA). As this position is not officially recognized, employees within the Ministry, the government sphere, or new entrants cannot be appointed to the position until such a time that the process of creating the post is completed.

Further, the PU has within its ranks the Tourism Research Officer, The Community Tourism Officer, Community Tourism and Tourism Education Officer and the Tourism Education Officer. At present, the roles, and responsibilities of supervising the PU temporarily reside with the Tourism Research Officer.

Figure 1

Organizational structure of the Ministry of Tourism (Source: St. Kitts Ministry of Tourism, 2022)



Note: The figure represents the current structure of the Ministry of Tourism – Projects Unit (2022). The figure was elaborated by the Researcher

Figure 2

Breakdown of the Projects Unit (Source: St. Kitts Ministry of Tourism, 2022)



Note: The figure only represents the portion of the ministry's organizational chart that references the PU only

The PU grew from a body of two members at its inception in 2015 to five up until July of 2022, when the unit supervisor retired. Presently, there are four active members. Chart 1 below gives a brief description of the purpose and functions of the members.

Chart 1

Showcasing the purpose and function of the PU (Source: St. Kitts Ministry of Tourism, 2022)

Position	Purpose	Function
Senior Tourism Projects Officer	To coordinate projects such as the Tourism Education and Awareness (TEA) Programme, Community-Based Tourism (CBT) projects, training initiatives and other projects designed to help develop tourism in St. Kitts. The officer reports to the Permanent Secretary or any other senior officer as assigned.	To supervise the Projects Unit in the implementation of projects aimed at promoting sustainable tourism development.
Tourism Research Officer	To engage in market research to determine outcomes in the tourism industry that would facilitate improvements to the sector.	To monitor developments, trends and activities in the tourism sector that would inform decision making and strengthen policy and operations. The Tourism Research Officer reports to the Permanent Secretary or any other senior officer as assigned.
Community Tourism Officer	To help to develop community-based tourism (CBT) initiatives aimed at empowering local communities and strengthening the sustainable development of the tourism product and the country.	To spearhead community-based tourism (CBT) in St. Kitts through the mobilization of community groups, small businesses and individuals, the goal being to facilitate socio-economic development across communities.

Community Tourism and Tourism Education Officer	To help to develop community-based tourism (CBT) initiatives aimed at empowering local communities and strengthening the sustainable development of the tourism product and the country.	To support community-based (CBT) tourism initiatives aimed at strengthening community and rural development as well as to impart information on the tourism industry as an integral element of national development.
Tourism Education Officer	To assist with developing and promoting tourism to facilitate tourism development, attract visitors and produce significant economic benefits for St. Kitts.	To impart information on the tourism industry as an integral element of national development and to assist with projects being implemented by the Projects Unit.

With the new focus of the Ministry to place the emphasis on CBT and Research, the then Senior Tourism Projects Officer made the decision to head the PU in 2016. The rationale behind the decision was that the responsibilities of the new recruits did not fit into the remit of any of the above-mentioned units and departments. The conscientious decision was made bearing in mind that there should be efficiency with the separation of duties without compromising collaboration and cooperation to deliver well-managed programmes and initiatives (N. Morton, personal communication, August 13, 2022). This was a natural selection as since 2013, the then Senior Tourism Projects Officer had already been supervising a Tourism Officer, and the first recruit of the now PU.

As suggested earlier, all members of the PU report directly to the Senior Tourism Projects Officer. In the absence of such an officer, the members would report to the Tourism Research Officer. As Chart 1 above also suggests, each member has his/her designated functions and is expected to fulfill said functions and the respective initiatives that come with holding each specific posts.

2.1.4 Products offered

The MoT, as a government entity, provides the following services on a local and Federal level:

- Vision and Policy Direction
- Marketing and Promotion
- Investment Services
- Guidelines for Tourism Development in the Frigate Bay Area and other Tourism Prescribed areas
- Management of Port Zante
- Building Relationships with the Cruise Lines
- Alternative Tourism Product for Agro-Tourism
- Advisory Body for Sustainable Tourism Development in St. Kitts

The Tourism Sector Strategic Action Plan 2014 – 2019 proposes to build on the foundation of past successes. It recommends developing a tourism industry that focuses on the advancement of its human resources and the protection of the environment in a sustainable way. Further, it suggests mobilizing people and resources to make the tourism product more diversified and competitive.

On a micro level the PU is a cross-functional unit where the projects and initiatives implemented and or executed are not always generated from within. Unit members would assist other units and departments of the Ministry and, on occasions, assist external entities that require the unit's expert judgement and technical skills for support.

The PU manages programmes, projects and initiatives that are mandated to aid the Ministry in developing the sectors through the following action areas strategically (GoSKN Tourism Sector Strategy & Action Plan, page 7):

- Institutional Arrangements
- Cruise Tourism
- Tourism Accommodation, Real Estate Development and Restaurants
- Cultural and Heritage Resources
- Quality and Sustainability Standards at Sites and Attractions

- Yacht, Dive and Water Sports
- Visitor Facilitation
- Human Resource Development
- Community Tourism Business Models and Plans

Early studies of strategic action plans have emphasized the need for product development that calls for diversification in the categories of accommodation, better preservation and conservation of built and natural heritage assets and greater community involvement. Though not yet referred to as Community-Based Tourism (CBT), early studies recommended and encouraged the development of rural skills, drawing on the connection between accommodations and their rural communities, encouraging community groups to participate in the protection, preservation and development of heritage sites as well as take pride in and promote Best Village activities. Today, the CBT projects and initiatives have resulted in workshops for training and capacity building of Tourism Micro Small and Medium Enterprises (TMSME) for business development and expanding the cadre of individuals contributing to building and promoting the tourism product.

With a thrust to expand the PU's reach, recent projects being proposed would ultimately create a new attraction and equip the people within the neighbouring communities to capitalize on the entrepreneurial opportunities that would arise during and after implementation.

The PU also manages projects that encourage cross-sectorial linkages that support destination stewardship facilitated by public-private partnerships. The projects of interest foster community group engagement, having national pride that underscores the importance of food security and the aesthetic and ecological value of the natural surroundings.

Apart from workshops, other initiatives that are cross-sectorial that further advance avenues for capacity building of the youths would be in the form of internships; Tourism Education and Awareness Programme that takes place in and out of a classroom setting and experiential tours of the tourism product. In essence,

these projects are to communicate the importance of human capital to the service sector and encourage continuous improvement.

The PU also organizes an annual camp that encourages the youth to protect the environment and contribute to food security and self-sufficiency through practical, hands-on sustainable practices.

The unit also continues efforts to refine strategies and processes for informed decision-making and espouses timely implementation of initiatives that are results-based. To this end the PU supports the need for data and information management of statistics for analysis and market intelligence. The PU therefore builds awareness through information sharing and manages a periodic publication that highlights the state of the industry.

2.2 Project Management concepts

The main project management concepts proposed for the project would be outlined.

2.2.1 Project

In the service sector, the development of a tourism product is to satisfy the various needs of visitors. It starts from the time a guest begins planning their trip, to their partaking in tourism activities that are tangible and intangible, after which they would return to their place of origin, creating an overall visitor experience. (UNWTO Tourism Products, n.d.). The Researcher has likened this explanation to Riordan's (2015) definition, where he suggests that a project is, "A collection of inter-related activities that, when complete, achieves a desired result". The *PMBOK® Guide* (2017) also defines a project as a temporary undertaking having a defined start and end date that creates unique products, services, or results based on the deliverables to be fulfilled. It encourages change to attain a future state and brings value that may also be both tangible and intangible (pp. 4-7). The guide further states that a project is initiated based on factors acting upon an organization and triggering a response (*PMBOK® Guide*, 2017, p. 7). So too is the service sector constantly evolving based on market intelligence, whose goals are to understand trends and their socio-

economic impacts. Therefore, through analysis, good practices on policies and governance models can be shared (UNWTO Data, Intelligence and Trends, n.d.).

2.2.2 Project management

Biswas (2022) provides an ideal definition of Good Governance as it pertains to the public sector. He defines Good Governance as mobilizing the people of a country in the best direction possible, through a unification process that encourages the motivation of the people that enables objectivity in politics, ensuring sustainable development through the proper utilization of resources of the state.

The *PMBOK® Guide* (2017) defines project management as the application of practices, principles, processes, tools, and techniques working towards ensuring the satisfaction of stakeholders and end users (p.1). As no two projects are the same project management encourages tailoring, thereby, differentiating between needs and expectations so that objectives are aligned with the outcomes. Riordan (2015) stated that project management is the optimisation of resources to achieve objectives through proper planning, organising, and controlling of said resources to complete tasks efficiently (pp. 119 and 126). Further, Project Management promotes standardization with the development of templates and guidelines to facilitate cohesiveness among all who are involved.

As a result, as the PU evolves and ventures into managing larger scaled projects, it would be prudent to establish a defined methodology to enhance the processes and procedures for effective and efficient project implementation.

2.2.3 Project life cycle

The PU follows the typical government structure as it pertains to project management. The classification of projects generally falls into two categories, Recurrent and Capital. The main differentiating characteristics are that capital projects have a monetary value of one hundred thousand Eastern Caribbean Currency dollars and above and or have incorporated infrastructural development or the procurement of assets of similar monetary value (N. Gardener, personal communication, August 2, 2022).

The *PMBOK® Guide* (2017) suggests that the Project Life Cycle is a series of phases that a project passes through from start to completion, irrespective of whether the process takes a Predictive, Iterative, Incremental, Adaptive or Hybrid process (p. 19).

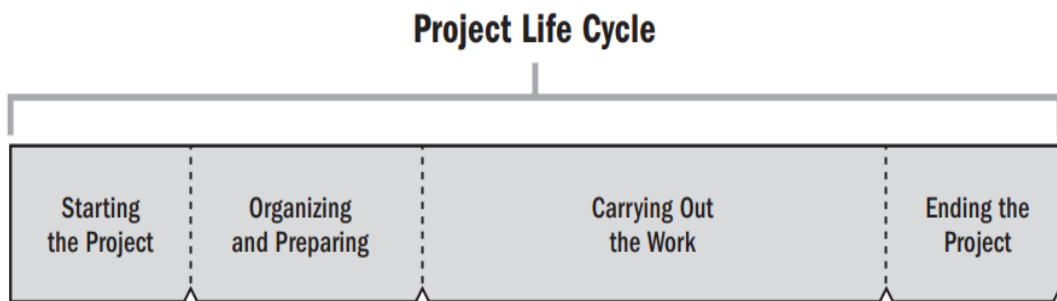
The PU members are often asked to create a work plan of activities that each member hopes to engage in and submit between December and January. These plans would show both projects and programmes that are recurrent and capital in nature.

In the month of June, requests for budgets would be disseminated by the Finance Department. Under the leadership of the PS and the technical support of the Executive Officer and staff of the Finance Department, the budgets would be presented at the Estimates Meetings. Specific to capital projects, these projects would be discussed at the Public Sector Investment Projects (PSIP) meetings.

As is suggested by the *PMBOK® Guide* (2017), the PU recognizes that the projects it manages follow a similar cycle that is presented in the figure below.

Figure 3

Project Life Cycle. (Source: PMBOK® Guide, 2017)



Note: Reprinted from A Guide to the Project Management Body of Knowledge (*PMBOK® Guide*) Sixth Edition, by the Project Management Institute, 2017, p. 18. Copyright 2017 by Project Management Institute, Inc.

Whether the project is proposed internally or from an external source, it is understood that projects have a definitive start and end date and follow this general process.

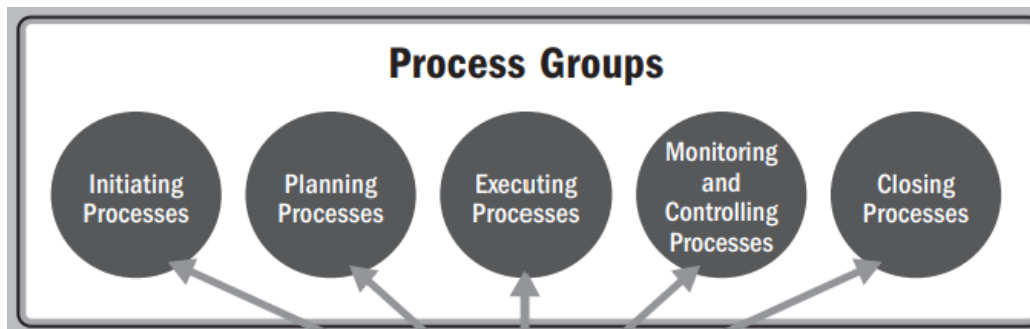
Meetings are held at top management levels to discuss the objectives and deliverables. In the unit meetings, resources are determined, and stakeholders are identified for outreach. Once the stakeholders are brought up to date on the relevant information and there is buy-in, more definitive actions are planned, and responsibilities are assigned. The Tourism Sector Strategy and Action Plan (2014 – 2019) specifically highlights the role of ministry members to develop opportunities for collaboration through committees identified above and other means such as joint promotions, shared information and knowledge, joint participation in key projects of mutual benefit (GoSKN Tourism Sector Strategy & Action Plan, page 74). Once the general body is in agreement, the project would move to the execution, *or carrying out of the work*. Throughout, there are meetings for reporting and to make the appropriate adjustments based on the current situation. Once the project is completed, there is normally an official handover or closing ceremony. Following up this activity is a post-mortem meeting where a Strength Weakness, Opportunity and Threat (S.W.O.T) analysis is done.

2.2.4 Project management processes

One of the reasons for initiating projects as suggested earlier is because there is a force that triggers change; therefore, one must be strategic in administering the project management processes. The *PMBOK® Guide* (2017) states that the Project Management Process Groups make up a logical grouping of processes that aims to achieve specific project objectives (p. 23). The processes would include the Initiating; Planning Executing; Monitoring and Control and Closing Processes. As seen in the guide, these processes are an extension of the project cycle. Their commonality speaks to a project having a start and end date. While getting from point A to point B, planning is necessary to set the deliverables and plot the necessary activities based on the requirements identified. Also, the Monitoring and Control process would ensure quality and standards are adhered to and appropriate adjustments made if and when they are required.

Figure 4

Project Management Process Groups (Source: PMBOK® Guide, 2017)



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The Tourism Sector Strategy and Action Plan (2014 – 2019) has highlighted that sustainable sectoral growth requires planning through analysis based on strategic research so that the overall vision of the ministry can be fulfilled (p. 21).

One of the requirements of the PU is not only to be guided by the Tourism Sector Strategy and Action Plan but also to ensure that the projects implemented are aligned to the Sustainable Development Goals (SDGs). Also, once external funding is sought to support a particular project, there needs to be order established in the approach. In aligning the process groups with the activities of the PU, a conservative view can be established on the workings of the unit. Depending on the project, on most occasions, these processes are not always linear and have overlapped throughout the life cycle of the project.

- **Initiation:** The necessary top-level authorization is obtained from the relevant stakeholders; in this case, it would be the Minister, PS and PU Supervisor. If it is the case where land ownership and similar permits are required, the appropriate entity would be approached during this stage and in some cases leading into the Planning stage.
- **Planning:** In this section, unforeseen circumstances have required the PU to be agile enough to make the appropriate adjustment as information becomes available. This at times may impact the scope as resources become limited. It has also spurred the PU member to think outside of the box for innovative solutions
- **Executing:** Oftentimes in the public sector, monies budgeted for may not be authorized by the MoF in the specified amounts or, quantities may not be released on time. This constraint on resources has also hindered scheduling and the PU's ability to meet deadlines for the deliverables identified.
- **Monitoring and Control:** Regular meeting and reports listing the actionable items of the responsible party have been the principal tools for tracking project progress.
- **Closing:** Not all projects initiated have reached this final process. However, for those that were successful, there are closing and handing over ceremonies and post-mortem meetings are done. Due to the fact that

government ministries cannot create or sign contracts without the authorization of the Ministry of Legal Affairs' consent, depending on the type of project Memorandum of Understanding (MoU) could be created to assist the process.

2.2.5 Project management knowledge areas

The *PMBOK® Guide* (2017) has identified ten knowledge areas as the principal technical subject matter that facilitates effective and efficient project management (pp.23-24). The guide further iterates that the ten knowledge areas may not be applicable to all projects. However, based on the project's requirements, they provide possible processes, practices, inputs, outputs, tools, and techniques that may be used in the project life cycle and its related process groups.

2.2.5.1 Project Integration Management

The *PMBOK® Guide* (2017) defines this element of the knowledge area as the inclusion of processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups (p. 69). This section assists project managers in making choices about Resource allocation; Balancing competing demands; Examining any alternative approaches; Tailoring the processes to meet the project objective. Managing the interdependencies among the Project Management Knowledge Areas helps to keep track of the functions allocated to the different knowledge area supporting the decision-making processes in an integrated way. The process is continuous and occurs throughout the entire project lifecycle. There are seven principle integrated management steps, their milestones, and corresponding deliverables (*PMBOK® Guide*, 2017. pp. 71-128).

- Development of Project Charter – Official recognition of the project, showcasing the organization's commitment to the project. It authorizes the use of resources. It directly states the “why” for the project and links the project to the strategic objectives of the organization. With the inputs, tools and Techniques and Outputs, the project manager can establish the reason

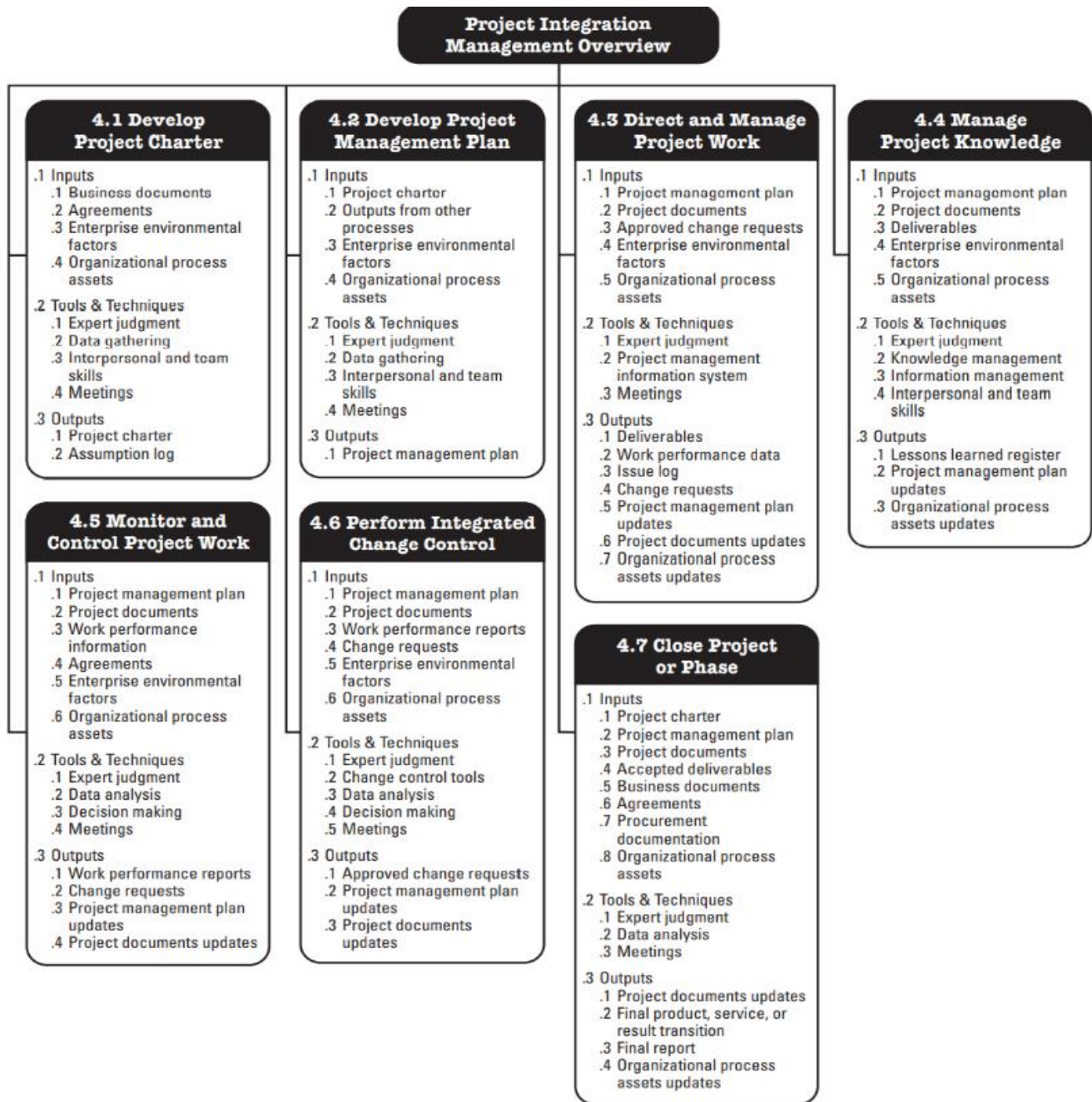
for the project, objectives, and constraints, identify the main stakeholders, identify risks establish a budget and state expected benefits (*PMBOK® Guide*, 2017. p. 75).

- Develop Project Management Plan – Aims to define the method for executing the project and state how it would be monitored and controlled throughout the project lifecycle (Wilson, 2020). The purpose is performed once or at predefined points in the project (*PMBOK® Guide*, 2017. p.82). In this process, there is stakeholder engagement, goals are defined, and the deliverables determined, the schedule is defined for tasks, risks are assessed, and “Kickoff Meetings” scheduled (Wrike, n.d.).
- Direct and Manage Project Work- Calls for effective leadership to guide and manage the work to be performed and implement the approved changes so that objectives are achieved to increase success probability (*PMBOK® Guide*, 2017. p. 90).
- Manage Project Knowledge – Using existing knowledge and creating new knowledge to achieve projects objectives and, through the transfer of this knowledge the organization learns. Knowledge Management is performed throughout the project. The aim is to improve capacities and performance and improve the competitiveness of the organization (*PMBOK® Guide*, 2017. p.98).
- Monitor and Control Project Work – this process includes tracking, reviewing, and reporting overall progress to meet performance objectives defined in the Project Management Plan. It provides stakeholders with a snapshot of the state of the project, identifies issues and affords a glimpse into the future state of the project (*PMBOK® Guide*, 2017. p. 105).
- Perform Integrated Change Control – Encourages the documentation of all requested changes so that the appropriate actions may be taken that may impact the project deliverables. It takes into account the perceived risks on the macro and micro levels. The process is performed throughout the project so that the right information may be communicated accordingly (*PMBOK® Guide*, 2017. p. 113).

- Close Project or Phase – This process finalizes all activities once in the project lifecycle or at predefined points. It releases resources to pursue future endeavors once all planned work is completed (*PMBOK® Guide*, 2017. p. 121).

Figure 5

Project Integration Management Overview (Source: PMBOK® Guide, 2017)



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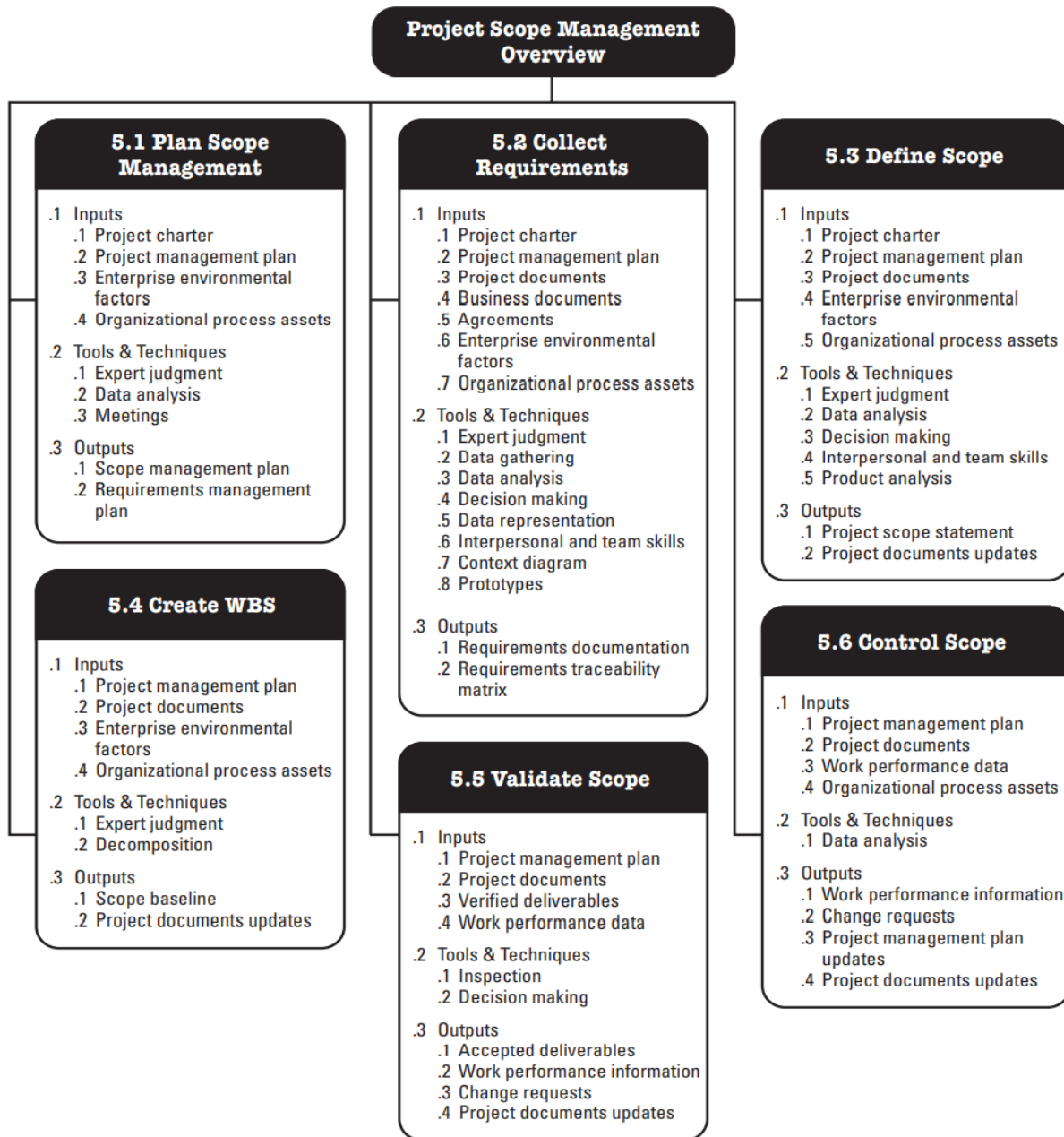
2.2.5.2 Project Scope Management

This process includes all work and only the work that must be done to deliver a service, product, or result (*PMBOK® Guide*, 2017, p. 129). The process includes the following:

- Plan Scope Management – The process is performed once or at predetermined points (*PMBOK® Guide*, 2017, p. 134). It gathers all information from the stakeholders to help decide how the project scope would be defined, managed, validated and controlled (Adobe Experience Cloud, 2022).
- Collect Requirement – The process assists project managers in determining the wants and needs of the stakeholders in order to manage expectations. The use of surveys, focus groups, interviews and the creation of prototypes are recommended ways to gather information (*PMBOK® Guide*, 2017, p. 138).
- Define Scope – The process represents a detailed description of the project or product by establishing acceptance criteria (*PMBOK® Guide*, 2017, p. 150).
- Create WBS – This is the subdivision of the project deliverables into smaller, manageable components (*PMBOK® Guide*, 2017, p. 156).
- Validate Scope – Approval of deliverables is done in this section, where after the review process, they may be formally accepted. In the case where they are no changes can be made (*PMBOK® Guide*, 2017, p. 163).
- Control Scope - The process manages any change to the scope baseline by tracking changes in the project or product (*PMBOK® Guide*, 2017, p. 167).

Figure 6

Project Scope Management Overview (Source: PMBOK® Guide, 2017)



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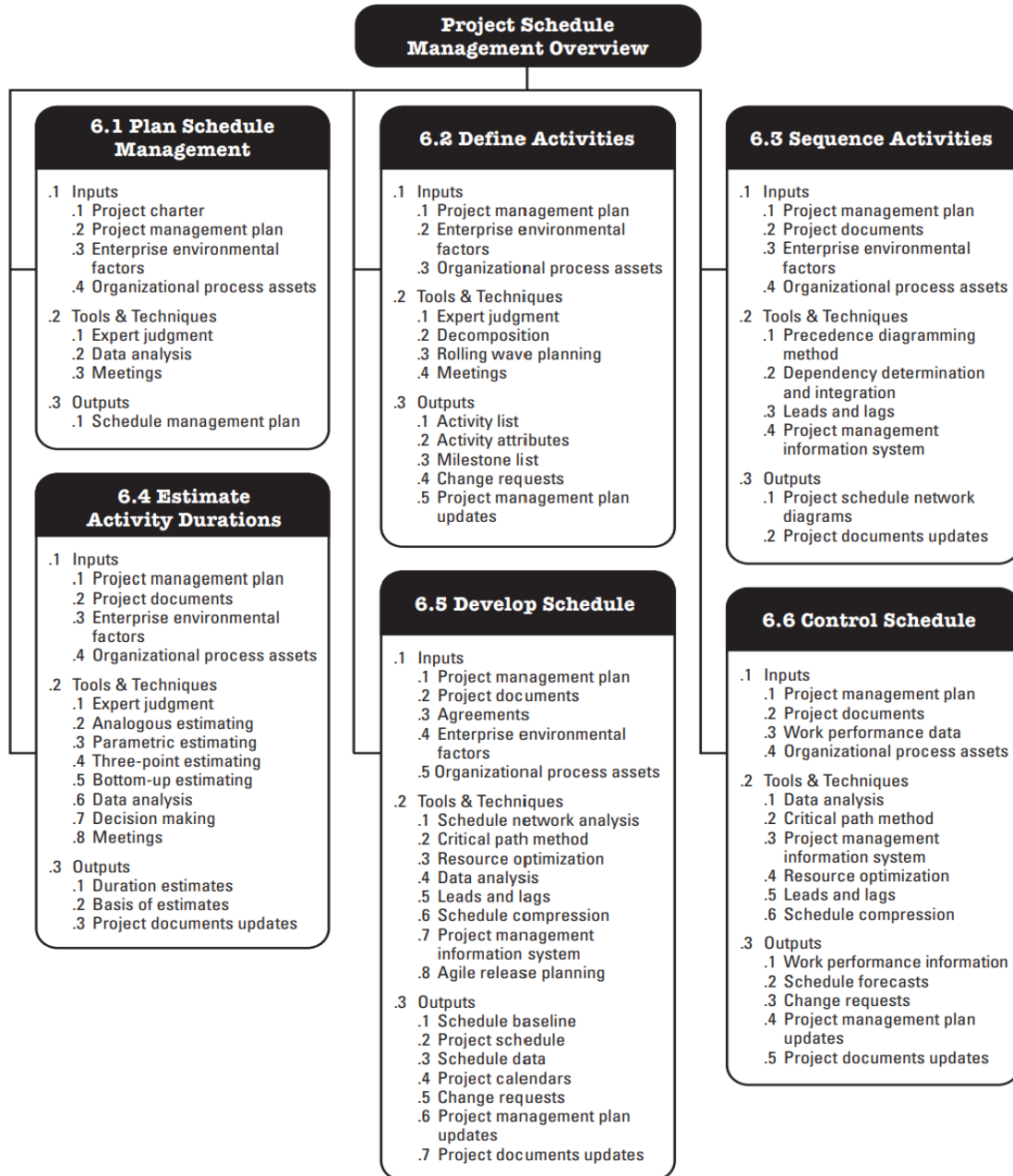
2.2.5.3 Project Schedule Management

The process divides the project into tasks with assigned start and end dates and the associated costs of each task. It is revised throughout the project lifecycle (*PMBOK® Guide*, 2017, p. 173).

- Plan Schedule Management - Established in this process are the policies, procedures, and documentation for planning, developing, managing, executing and controlling the project schedule. It is performed once or at specific points throughout the project (*PMBOK® Guide*, 2017, p. 179).
- Define Activities- The specific actions are defined and documented as relevant to the deliverable to be performed. The work packages are further decomposed into activities to accommodate, estimating, budgeting, scheduling, execution and Monitoring and Control (*PMBOK® Guide*, 2017, p. 183).
- Sequence Activities – The process links activities in a logical order to highlight all dependencies to attain efficiency within the constraints that may present themselves (*PMBOK® Guide*, 2017, p. 187).
- Estimate Activity Duration – The time it takes to complete an activity is estimated based on the availability of resources. The process is performed throughout the project (*PMBOK® Guide*, 2017, p. 195).
- Develop Schedule – A model for executing the project and to monitor and control it could be developed in this section to develop planned dates. This is done through an analysis of the sequenced activities, their durations, resource requirements and scheduling constraints. The process is performed throughout the project (*PMBOK® Guide*, 2017, p. 205).
- Control Schedule – This process guards the baseline established for the project by monitoring the project's status on all changes that may occur to measure impact. The process is performed throughout the project lifecycle (*PMBOK® Guide*, 2017, p. 222).

Figure 7

Project Schedule Management Overview (Source: PMBOK® Guide, 2017)



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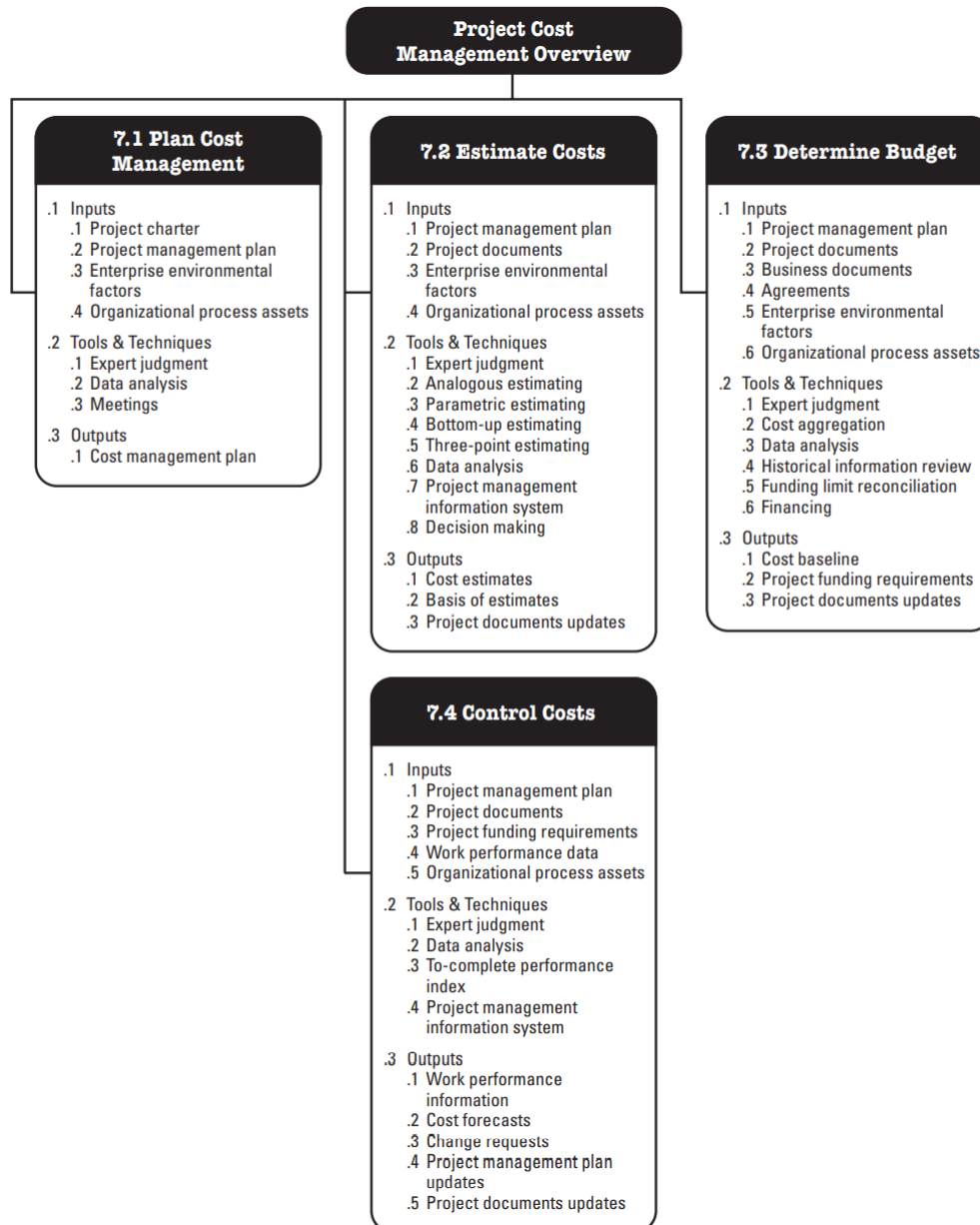
2.2.5.4 Project Cost Management

The project budget is determined involves planning, estimating, financing funding, managing, and controlling all costs. It includes the estimated cost of all tasks to cover resources *PMBOK® Guide*, 2017, p. 231).

- Plan Cost Management- The process involves planning the cost to execute the project and ensuring the proper mechanisms are in place to monitor and control cost. The process is done once or at predetermined points (*PMBOK® Guide*, 2017, p. 235).
- Estimate Cost – Cost approximations are determined by the resources required to complete all scheduled work (*PMBOK® Guide*, 2017, p. 240).
- Determine Budget – The process is the total figure created from each individual work or work package to form a cost baseline *PMBOK® Guide*, 2017, p. 248).
- Control Cost – The process helps to monitor the cost baseline based on updates received that impact it (*PMBOK® Guide*, 2017, p. 257).

Figure 8

Project Cost Management Overview (Source: PMBOK® Guide, 2017)



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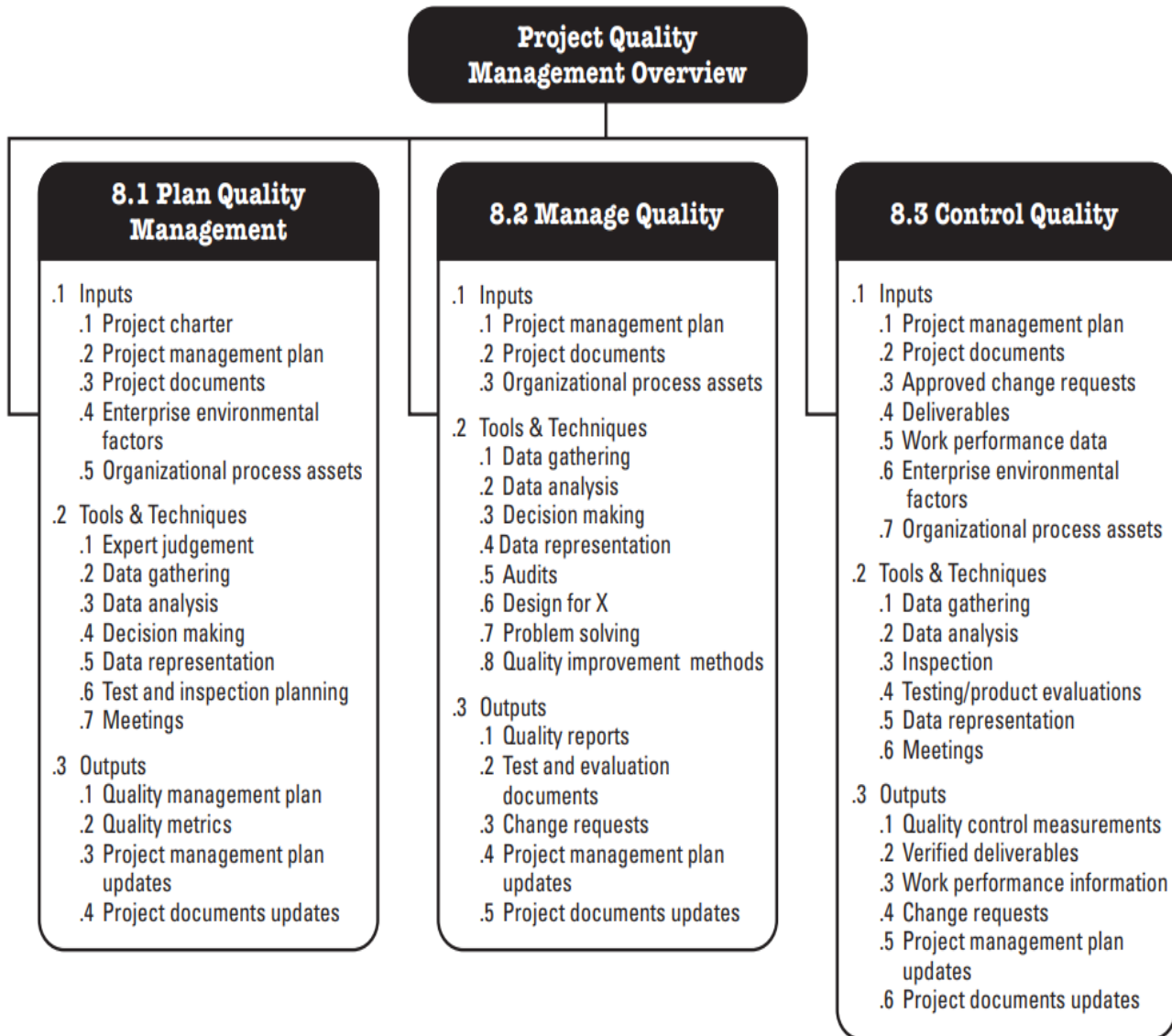
2.2.5.5 Project Quality Management

The process looks at an organization's quality processes and how they are integrated into the project cycle to meet stakeholder needs based on the requirements established. It is a continuous process that involves appropriate planning management (*PMBOK® Guide*, 2017, p. 271). Its three components include:

- Plan Quality Management – The standards or quality requirements are established in this process. It also registers whether or not the deliverables conform to these standards of quality and how to manage them through proper inspections (*PMBOK® Guide*, 2017, p. 277).
- Manage Quality – The process becomes tangible via audits and inspections, where these quality management activities are performed on the deliverables. The process also communicates to stakeholders that requirements are being met and upheld to the specific standards (*PMBOK® Guide*, 2017, p. 288).
- Control Quality – This process monitors and records the results from the previous section and assess the output performance. The process is performed throughout (*PMBOK® Guide*, 2017, p. 298).

Figure 9

Project Quality Management Overview (Source: PMBOK® Guide, 2017)



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2.2.5.6 Project Resource Management

This section highlights the need to have the right types of resources to do the right jobs as required. Therefore, a management plan is important to guide the acquisition and management of said resources (*PMBOK® Guide*, 2017, p 307).

- Plan Resource Management – This process defines how to estimate, acquire, and manage all types of resources based on project complexity (*PMBOK® Guide*, 2017, p. 312).
- Estimate Activity Resources – It estimates types, characteristics and quantities in reference to human and physical resources (*PMBOK® Guide*, 2017, p. 320).
- Acquire Resource – A selection process is developed based on an analysis of the previous process and the human and physical resources are then acquired (*PMBOK® Guide*, 2017, p. 328).
- Develop Team – The process fosters continuous improvement when team members are trained to build capacities, encourages comradery to boost performance (*PMBOK® Guide*, 2017, p. 336).
- Manage Team – The process tracks team performance, provides feedback on performance, resolves issues such as conflict and behavioural issues for optimization (*PMBOK® Guide*, 2017, p. 345).
- Control Resources – The process makes sure that at all times the acquired resources are in the right quantities and available to do the right jobs. It allows monitoring to enable corrective measures which could be taken (*PMBOK® Guide*, 2017, p. 352).

Figure 10

Project Resource Management Overview (Source: PMBOK® Guide, 2017)



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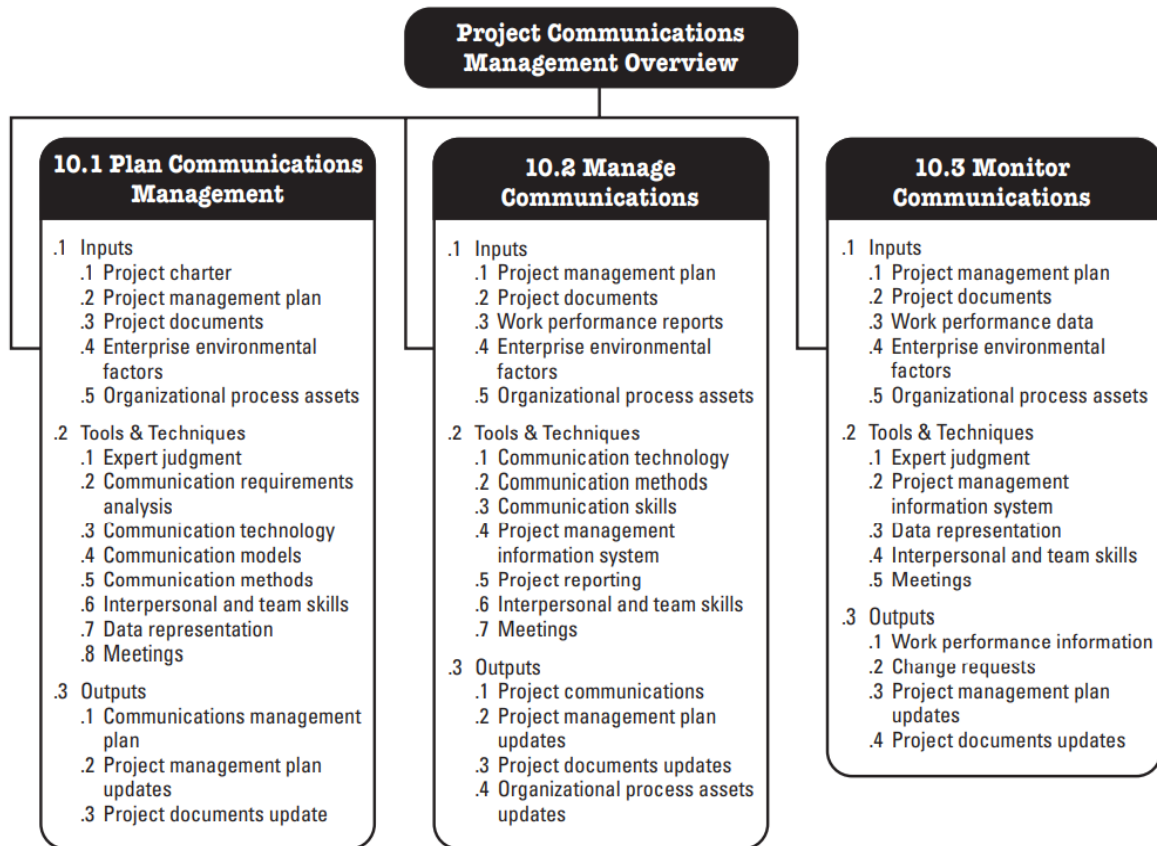
2.2.5.7 Project Communication Management

It encourages the dissemination of information based on the needs of the stakeholders through appropriate artefacts and activities to ensure that effective information sharing is achieved. The process requires strategic planning so that the right fora are used (*PMBOK® Guide*, 2017, p. 359).

- Plan Communication Management – It is an approach where information is disseminated in a timely manner to the relevant stakeholders based on their needs and the requirements of the project (*PMBOK® Guide*, 2017, p.366).
- Manage Communications – The process fosters effective and efficient flow of information by ensuring timely and appropriate collection, creation distribution, storage and retrieval, management, monitoring, and disposition of project information (*PMBOK® Guide*, 2017, p. 379).
- Monitor Communications – It works in tandem with the Stakeholder Management Plan to ensure their information needs are met (*PMBOK® Guide*, 2017, p. 388).

Figure 11

Project Communication Management Overview (Source: PMBOK® Guide, 2017)



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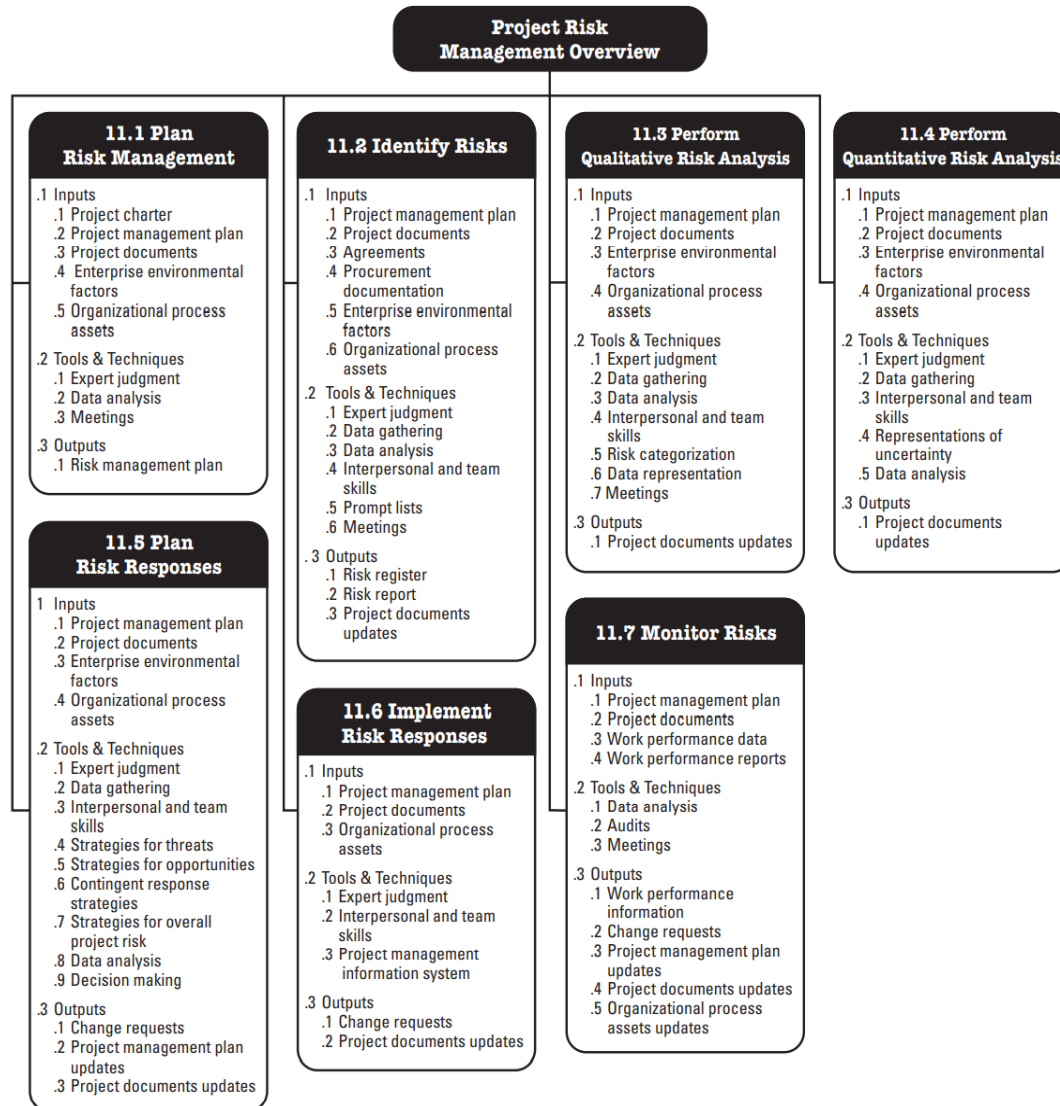
2.2.5.8 Project Risk Management

The process identifies how risks would be identified, categorized, and prioritized as they occur throughout the project lifecycle. It supports both qualitative and quantitative analyses. The process encourages the probability and or impact of positive risks and discourages the probability and or impact of negative risks (*PMBOK® Guide*, 2017, p. 395).

- Plan Risk Management – It ensures that the degree type and visibility of Risk Management is proportionate to the perceived risks (*PMBOK® Guide*, 2017, p. 401).
- Identify Risks – It differentiates between individual and overall risks based on their characteristics to enable an appropriate response (*PMBOK® Guide*, 2017, p. 409).
- Perform Qualitative Risk Analysis – It is an analysis on the probability of a risk occurring and likely impact. The process is performed throughout the project (*PMBOK® Guide*, 2017, p. 419).
- Perform Quantitative Risk Analysis – It proposes a numerical analysis to quantify the risk. The process is used, when necessary, in a project (*PMBOK® Guide*, 2017, p. 419)
- Plan Risk Response – The process allows the project manager to develop options, select strategies and agreed action to address overall risks that are most appropriate (*PMBOK® Guide*, 2017, p.437).
- Implement Risk Response – The agreed responses are utilized in this process that allows for a minimization of threats and maximization of opportunities (*PMBOK® Guide*, 2017, p.449).
- Monitor Risk – Project decisions are based on current analysis where the process allows a monitoring of agreed response. It allows for monitoring of the response performance on its tracking abilities, and that of identifying and analyzing of new risks (*PMBOK® Guide*, 2017, p. 453).

Figure 12

Project Risk Management Overview (Source: PMBOK® Guide, 2017)



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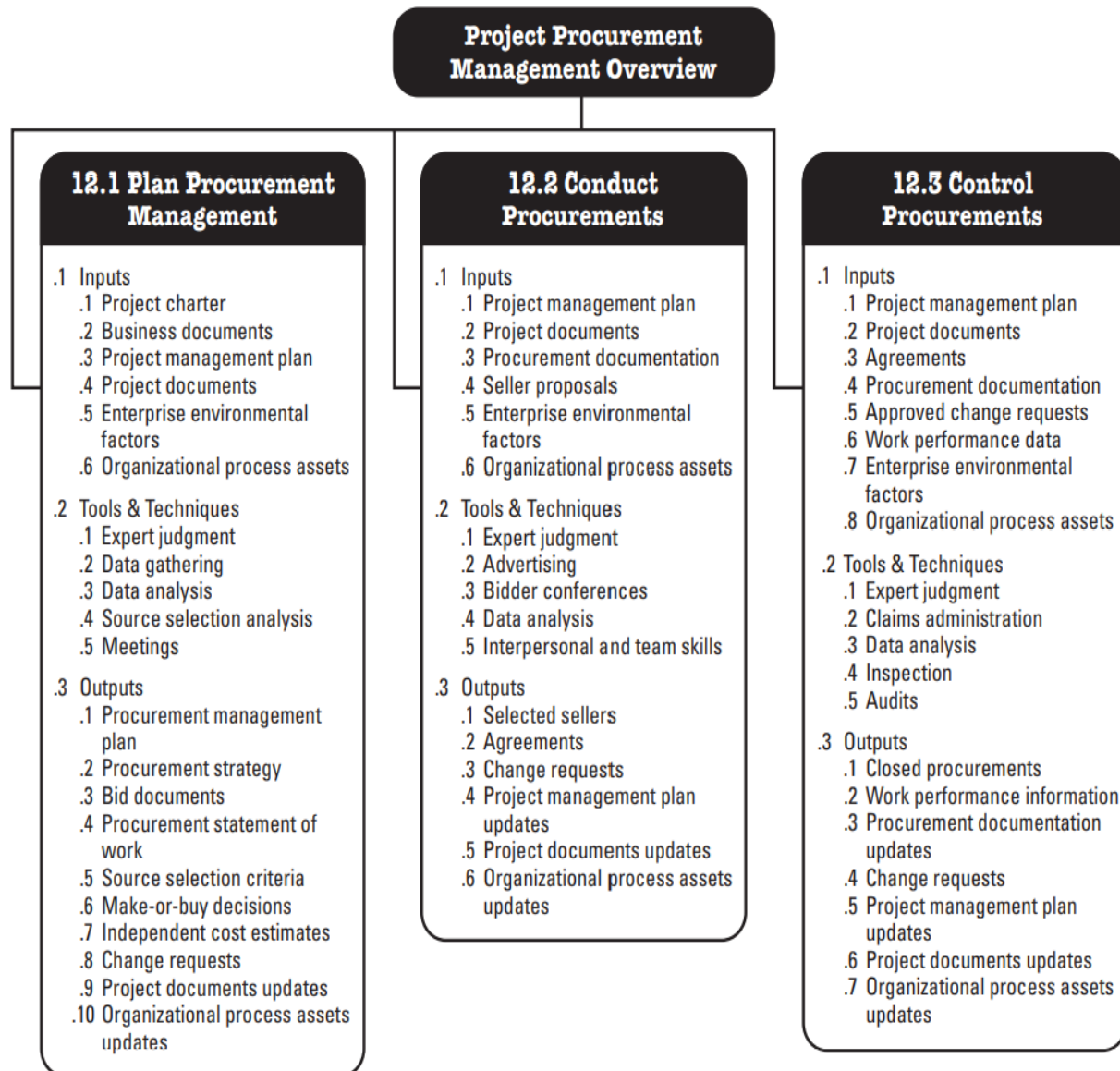
2.2.5.9 Project Procurement Management

The process deals with the purchasing, acquisition of products, services, or results from outside the projects management team. It is centred around establishing agreements such as MoU or internal service level agreements, contracts, and purchase orders (*PMBOK® Guide*, 2017, p. 459).

- Plan Procurement Management – The process documents procurement decisions, specify approach and identifies potential sellers. It determines if there should be an internal or external acquisition (*PMBOK® Guide*, 2017, p. 466).
- Conduct Procurements - The seller response is obtained, the most appropriate one is selected, and the contract is administered based on project requirements (*PMBOK® Guide*, 2017, p. 482).
- Control Procurements – The process monitors contract performance and procurement relationships so that appropriate changes and corrections could be made (*PMBOK® Guide*, 2017, p. 492).

Figure 13

Project Procurement Management Overview (Source: PMBOK® Guide, 2017)



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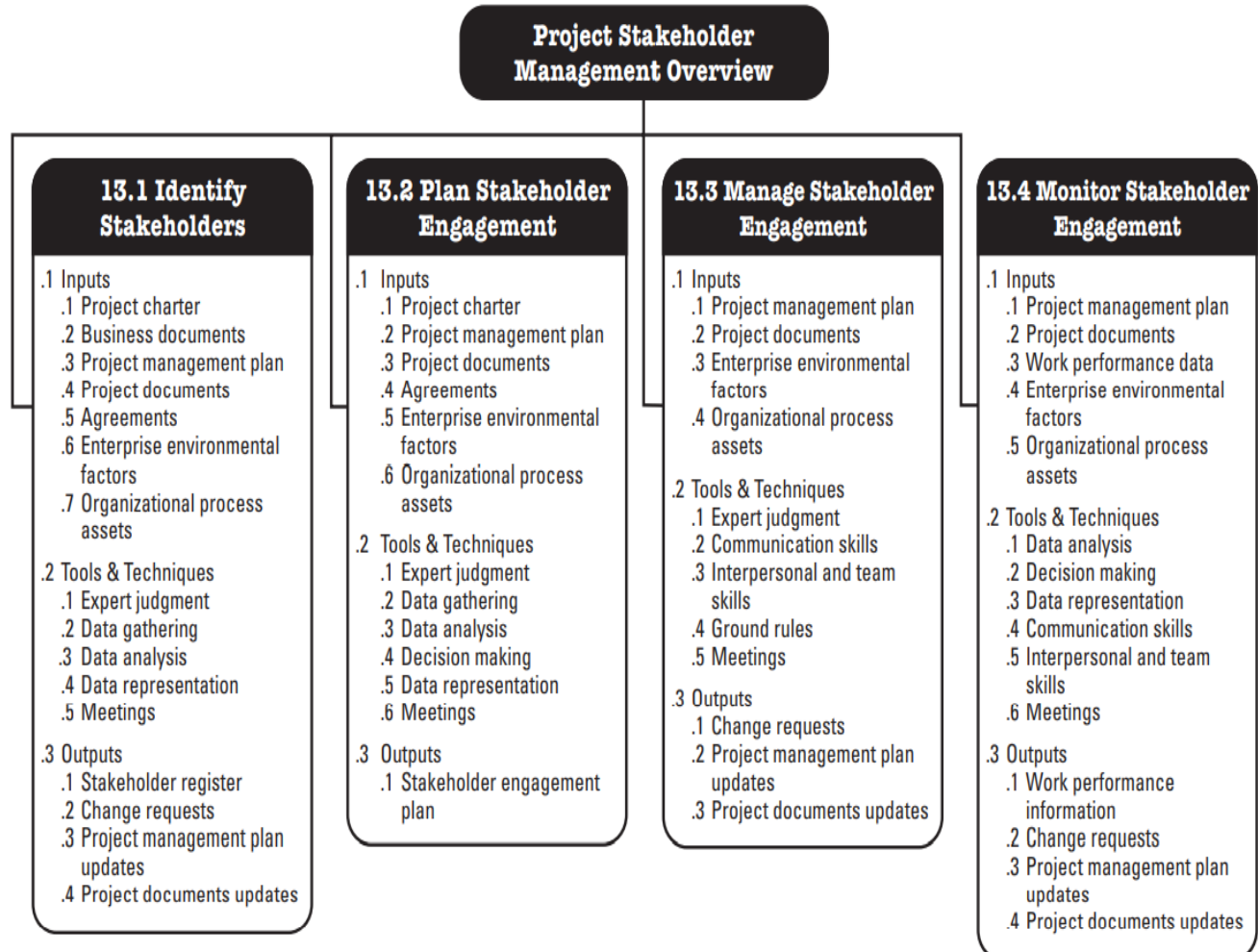
2.2.5.10 Project Stakeholder Management

The groups and organizations are identified that would impact the project or be impacted upon by the project. Through analysis, the identified stakeholders are prioritized, and their concerns and requirements are noted. The information gathered would assist the project management team to meet expectations through effective engagements (*PMBOK® Guide*, 2017, p. 503).

- Identify Stakeholder – In regular intervals, stakeholders are identified, analyzed and information regarding their interest, involvement, interdependencies, influence and impact is documented (*PMBOK® Guide*, 2017, p. 507).
- Plan Stakeholder Engagement – Based on the information gathered, the engagement process is enacted to enable an appropriate exchange of information. This ensures their involvement and expectations are met (*PMBOK® Guide*, 2017, p. 516).
- Manage Stakeholder – Through effective communication, there is increased support and minimized resistance from stakeholders when this process is performed throughout the project (*PMBOK® Guide*, 2017, p. 523).
- Monitor Stakeholder – Based on the relationships established, strategies are tailored for appropriate engagement (*PMBOK® Guide*, 2017, p. 530).

Figure 14

Project Management Knowledge Areas. (Source: PMBOK® Guide, 2017)



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Figure 15

Complete table of the Knowledge Areas and Process Groups (Source: PMBOK® Guide, 2017)

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Note: Reprinted from A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition, by the Project Management Institute, 2017, p. 71. Copyright 2017 by Project Management Institute, Inc.

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

The document further identifies other concepts that may be relevant to the study.

2.3.1 Project Management Methodologies

West, (2021) states that Project Management Methodologies (PMM) are a set of principles, tools and techniques used to plan, execute and manage projects in a more collaborative manner. Establishing a methodology would provide a framework that standardizes communication and information sharing throughout the project life cycle for more consistent results. Further, methodologies would standardize all processes and procedures, thus enhancing best practices.

Terminologies are used across all projects managed in an organization. It encourages project managers to work smarter not harder, by enhancing the processes already being utilized. The PU would seek to do the same by incorporating a methodology that best aligns with its operation.

Examples of PMMs, their advantages and disadvantages are highlighted in Chart 2 below.

Chart 2

Comparative table of Project Management Methodologies

Methodology	Advantages	Disadvantages
Lean project management	Flexibility, software development	Dependencies, manufacturing
Kanban (agile)	Agile, IT projects, product development	Resource management, enterprise
Scrum (agile)	Agile, software development, backlogs	Long term projects, resource management
PRINCE2	Risk management, cost analysis, sequential iterations	High-level management, research and development

PMBOK® by PMI	Project scope planning, stakeholders	Agile methods, flexibility, remote teams
Six Sigma	Large business, construction	Lean projects, agile methods
Critical path (CPM)	Dependency planning, milestone planning, construction	Lean projects, agile methods, small projects
Critical chain (CCPM)	Risk management, lifecycle planning, resource planning	Agile teams, extreme workflows
Waterfall method	Large teams, clear planning stages	Scheduling, task dependencies
Scrumban	Scrum methods, Kanban boards, sprints	Team collaboration, task dependencies
Extreme project management	Research and development, creative projects, agile teams	Scheduling, budgeting, stakeholders

Note: The image was taken from Scheiner (2022). Project Management Methodologies Comparison (11 PM Methods). <https://crm.org/news/project-management-methodologies>

Scheiner (2022) suggests that PPM is different from project management techniques in scope. A technique verifies a means of accomplishing a task whilst a methodology is process-oriented.

2.3.2 Organizational Maturity

The *PMBOK® Guide* (2017) proposes that the organization's structure and culture would impact the organizational culture. Thus, the maturity level would influence the changes that it allows. Therefore, a leadership style that is flexible would be an asset (p. 318).

Guell (2020) likened this concept of Organizational Maturity as the ability to adapt to an environment, it opens up avenues for learning that would improve results for economic and social performance. He further states that the more mature an organization is, the higher the general results, and the margin of error decreases. Guell (2020) further acknowledges that changing organizational culture, especially in older organizations would require time and effort. The journey he has described as being costly for some and, for each transitional phase there should be a change in structure and governance.

Guell (2020) suggests two levels in the process

- Integration- This process involves three elements, they are
 - People
 - Process
 - Systems (technological Tools)

These three elements should experience change simultaneously to see and measure the benefits. He proposes the specific use of technology as a tool to facilitate integration that adopts to people and their roles, attitudes, habits and behaviours.

The integration level has five phases:

- The Initial – Has a hierarchical or vertical structure; characterized by working with the foundations, individualities, lack of stability and methods. With the change, moments of crisis usually occur, which usually generate chaos. Specific efforts must be made to regain basic management controls. Organizations at this level tend to function from 'top-down'. There is little interdepartmental communication between functional areas, which tend to function as "silos". The

suggested solution is: - implementing stronger management control within the existing functional structure by increasing coordination and creating work teams.

- Phase 2: The organization designs the basic processes that allow for eliminating failures, stabilizing day-to-day operations, and decreasing emergencies and crises. This requires cross-functional engagement. New metrics in this phase eliminate operating in silos, “unforeseen” events are less frequent and there is better control of processes and routine tasks. Stable and repetitive processes allowing for flexibility are also facilitated.
 - Phase 3: Information systems play a key role in this phase to track and measure performance. It allows for the recognition of resources and understanding of opportunities. In this phase, the benefits of changes in management techniques are recognized.
 - Phase 4: Shared strategy is established, and the organization could now operate utilizing metrics that allow it to recognize opportunities and adapt. The phase fosters an innovative approach to processes to meet stakeholder requirements.
 - Phase 5: In this level are organizations that have achieved the highest level of maturity enabling them to be high performing through operational excellence. The future state of the organization guides the decision-making processes, utilizing indicators such as those proposed by Six Sigma to guide and motivate staff.
- Transition – The transition period in some cases can last from five to ten years to pass through all five phases.

2.3.3 Organizational Change Management.

The *PMBOK® Guide* (2017) puts forward the concept of Organization Change Management that assists with influencing change in an agile way. Further, its application may be seen at the program and portfolio levels. (p. 881). The guide also emphasizes that organizations should recognize the compatibility between methods and approaches to facilitate cross-department collaboration, continuous learning and the evolution of internal processes (*PMBOK® Guide*, 2017, p.882). Some characteristics to facilitate change are:

- Top management's willingness to change (*PMBOK® Guide*, 2017, p. 883).
- A shift in employee access and review (*PMBOK® Guide*, 2017, p. 883).
- Optimize the process of centralizing or decentralizing programmes, projects or portfolios (*PMBOK® Guide*, 2017, p. 883).
- Focus on short-term budget metrics (*PMBOK® Guide*, 2017, p. 883).
- Manage talents and capabilities (*PMBOK® Guide*, 2017, p. 883).

Negative characteristics might include:

- Operating in silos thus create dependencies that limit accelerated delivery of cross-functional teams (*PMBOK® Guide*, 2017, p. 883).
- A focus on short-term strategies in the procurement process (*PMBOK® Guide*, 2017, p. 883).
- Rewarding leaders for localized efficiencies rather than from a holistic standpoint that is beneficial to the entire organization (*PMBOK® Guide*, 2017, p.883).
- Not giving employees with specialized skillsets the proper tools to perform duties (*PMBOK® Guide*, 2017, p.883).
- Putting employees on too many tasks at the same time rather than having them focused on one project at a time. (*PMBOK® Guide*, 2017, p.883).

The *PMBOK® Guide* (2017) suggests that compliance and a willingness for organizational change require an agile approach. Thus, leaders may do the following to accelerate cultural compatibility: -

- Have visible and active executive sponsorship (*PMBOK® Guide*, 2017, p.883).
- Have coaching and foster effective communication practices (*PMBOK® Guide*, 2017, p. 883).
- Incrementally introduce agile practices (*PMBOK® Guide*, 2017, p. 883).
- Be progressive in adopting agile practices in project management processes

3 METHODOLOGICAL FRAMEWORK

The Methodological Framework is described by Essia (2022) as the process that facilitates one to, “Enter the path of knowing”. He further suggested that it is a way to process the information on a specific topic in a logical way (p. 34). Javid (2022) opines that a Methodological Framework would give structure to an investigation where processes and tools for analysis are incorporated into the research. This is to ensure that through analysis, a possible solution would ensue, bridging the gap to a specific need.

This chapter further requires the Researcher to state the information sources, the methods that would be used to gather the data, and, to give an explanation of the assumptions, constraints that may impact the research and the proposed outputs to satisfy the research expectations.

Bhandari (2022) therefore states that Triangulation in research is the use of incorporating multiple datasets, methods, theories and / or investigators to address a research question. Consequently, research that are triangulated would encompass qualitative, quantitative and mixed research methods.

3.1 Information sources

The sources of literature to be consulted should work in tandem with the topic being investigated to satisfy the research question. LISBDNETWORK (2022) suggested that the source of the information may come from observations, people’s speeches, documents, pictures, audio, or videos. This investigation aims to be objective, therefore, the sources tapped would be documentary and non-documentary.

3.1.1 Primary sources

A primary source is described as information that is first published from an original source that represents unfiltered original ideas. This could include information on research and development or a description of a new application or new interpretation of an old theme or idea LISBDNETWORK (2022).

For the FGP, the Researcher intends to utilize primary sources such as government correspondence to include policy, legislation, Minutes of Meetings,

Memorandums, Minute Papers, interviews and focus group sessions and any other like documentary or non-documentary sources with the relevant information.

3.1.2 Secondary sources

Similarly, a secondary source is generated from or referencing a primary source of information. It involves repackaging knowledge from the original source to serve a defined purpose for groups of users. LISBDNETWORK (2022).

For its secondary sources, the Research further intends to utilize reference books, articles and any other secondary documentary or non-documentary sources relevant to the study. Sources may include the *PMBOK® Guide* (2017), stakeholder websites, blogs and similar publication that provides the guidance needed to elaborate the research.

Chart 3

Information sources (Source : T. Ambrose-Versailles, Author, 2022)

Objectives	Information sources	
	Primary	Secondary
1. To conduct an assessment of the Projects Unit to gather strengths and weaknesses on current project management practices.	1. Interview (Top Management Staff) 2. Government publications (Tourism strategy documents, policy documents, Legal documents) 3. Organization records (Memorandums, Minute Papers, Minutes of Meetings) 4. Focus group sessions (PU members)	1. Reference books (<i>PMBOK® Guide</i> , 2017 and other similar publications that provide guidance on project management and related methodologies)

<p>2. To develop a report that document the findings from the assessment.</p>	<p>1. Government publications (Tourism strategy documents, policy documents, Legal documents) 2. Organization records (Memorandums, Minute Papers, Minutes of Meetings)</p>	<p>1. Reference books (<i>PMBOK® Guide</i>, 2017 and other similar publications that provide guidance on project management and related methodologies)</p>
<p>3. To define a methodology that enhances the efficiency and effectiveness of processes and procedures for project implementation.</p>	<p>1. Technical report (Guide to project management and related methodologies) 2. Books (Guide to project management and related methodologies) 3. Videos (Guide to project management and related methodologies) 4. Interviews (Top Management Staff)</p>	<p>1. Reference Books (<i>PMBOK® Guide</i>, 2017 and other similar publications that provide guidance on project management and related methodologies) 2. Articles (that provide guidance on project management and related methodologies)</p>
<p>4. To ensure that the proposed methodology facilitates continued alignment of the Ministry of</p>	<p>1. Interview (Top Management Staff) 2. Government publications (Tourism strategy documents,</p>	<p>1. Reference books (<i>PMBOK® Guide</i>, 2017 and other similar publications that provide guidance on project</p>

Tourism's pro-people, pro-planet strategic thrust	<p>policy documents Legal documents)</p> <p>3. Focus group sessions (PU members)</p>	<p>management and related methodologies)</p> <p>2. Articles (that provide guidance on project management and related methodologies)</p>
5. To present a proposal to the Permanent Secretary of the Ministry of Tourism for approval.	<p>1. Interview (Top Management Staff)</p> <p>2. Organizational records (Memorandums, Minute Papers, Minutes of Meetings)</p> <p>3. Government publication (Tourism strategy documents, Legal documents)</p>	<p>1. Articles (that provide guidance on project management and related methodologies)</p>

3.2 Research methods

Essia (2022) states that a research process should produce new knowledge or deepen understanding of a topic or issue (p. 39). Research methods are characteristically separated into two broad categories that allow a researcher to collect data quantitatively and qualitatively. Data can also be collected using a combination of both methods. It is all the approaches that could be applied to come up with a solution to a problem (Sultan, 2021, p. 53). The methods would allow the researcher to establish variables and their interdependencies. Hence, this information may be presented, analyzed and interpreted in the forms of graphs and tables (University of Pretoria, n.d.). Rangaiah (2021) has outlined in his article entitled *“Different Types of Research Methods”*, various methods for research from which the Researcher has selected and highlighted below.

3.2.1 Descriptive Research Method

This form of research gives a snapshot of the prevailing scenarios that may be influencing the research topic. The variables impacting the study are not within a controlled environment or influenced by the Researcher, therefore, they can only be reported as they took or are taking place. The descriptive method is recommended for research where the aim is to decipher characteristics' frequencies or trends (Rangaiah, 2021).

3.2.2 Analytic Research Method

The Researcher thought it fitting to also incorporate Analytical Research Method. As the information becomes available through the Descriptive Method application, the Researcher would be able to employ critical thinking to evaluate the facts (Rangaiah, 2021). Further, Sharma (2017) advised that the Analytical Research Method proposes to solve a sustainability problem if the current process is perceived to be inadequate.

3.2.3 Applied Research Method

Seeing that the study seeks to enhance the processes and procedures for the implementation of projects, it would, in the Researcher's opinion, require applying practical solutions for the existing problem in the form of recommendations as the Applied Research Method implies (Rangaiah, 2021).

3.2.4 Empirical Research Method

The Empirical Method has both qualitative and quantitative properties for research. This method is also evidence-based where the reporting is done through experience, observation of non-numerical data, scientific data collection methods, or a combination. It relies on the researcher getting the information directly from the source (Rangaiah, 2021).

Chart 4

Research methods (Source: T. Ambrose-Versailles, Author,2022)

Objectives	Research methods			
	Descriptive Research Method	Analytical Research Method	Applied Research Method	Empirical Research Method
1. To conduct an assessment of the Projects Unit to gather strengths and weaknesses on current project management practices.	This method affords the Researcher the use of observation for cross-sectional studies to gather information from the PU members and document their perspectives on current project management practices. This method provides the bridge for the Researcher to later analyze and record	The Analytical Research Method would support any comparative measure to be done based on the information gathered against what is inscribed in the Project Management Institute (PMI) guides and other similar documents so that recommendations can be developed for best practices.	Would not be used with this objective	Empirical Research Method may be applied to analyze the variables that may determine the success and failure rates of the projects currently being managed. Support for this process may also come from the Researcher utilizing other tools such as interviews, schedules or focus group sessions to acquire the information needed.

	<p>the data grounded in the present environment to ascertain the impact of these practices based on the types of projects managed. From this exercise, list the characteristics of the variables that may impact the success or failure of the current processes and procedures on project implementation.</p>			<p>Likewise, with the Researcher being a member of the PU, through expert judgement, the Researcher would formulate recommendations for application.</p>
<p>2. To develop a report that documents the findings from the assessment.</p>	<p>Would not be used with this objective</p>	<p>Would not be used with this objective</p>	<p>The Applied Research Method should allow the Researcher to formulate a report based on the data</p>	<p>Would not be used with this objective</p>

			generated to provide a practical solution on the best possible approach to the research which is, to enhance the processes and procedures for project implementation by the PU. Therefore, upon presentation of the information, follow up with the next phase of the study will be done, which is to define a methodology.	
3. To define a methodology that enhances the efficiency and effectiveness of	To investigate the different methodologies and assess their characteristics and	Analytical Research Method should assist the Researcher in using the current PU framework to select a	Would not be used with this objective	The Empirical Research Method would support the selection of the methodology or

<p>processes and procedures for project implementation.</p>	<p>the application of processes to determine the most suitable methodology that would allow enhancement of the processes and procedures of the PU based on the current situation.</p>	<p>methodology or methodologies to allow for enhancement of the processes and procedures of the PU.</p>		<p>methodologies to aid the decision-making process based on the dynamics of the MoT and PU.</p>
<p>4. To ensure that the proposed methodology facilitates continued alignment of the Ministry of Tourism's pro-people, pro-planet strategic thrust</p>	<p>The method would allow the Researcher to compare the strategies of the St. Kitts Tourism Strategic and Action Plan 2014-2019 against the methodology selected</p>	<p>This method-based analysis should support the selected methodology or propose a change in the selection based on the data presented.</p>	<p>In the identification of the needs of the PU and the presentation of the methodology or methodologies, the Researcher may show how particular tools and techniques support the enhancement of the processes and</p>	<p>The Researcher should be able to determine, and report based on the literature and the qualitative data collection processes whether the methodology fits into the future framework of the unit.</p>

			procedures of the PU for implementation.	
To present a proposal to the Permanent Secretary of the Ministry of Tourism for approval.	Would not be used with this objective	Would not be used with this objective	To generate a report of all finding to the PS so that the proposal may be considered for implementation.	To encourage dialogue for data-gather to note any suggested edits/ Feedback for improvement on the application of the suggested methodology or methodologies.

3.3 Tools

The *PMBOK® Guide* (2017) describes a tool as being something tangible used to perform an activity to produce a product or result (p. 725). The Canadian Institute of Knowledge Development (2019) described tools as devices or instruments used to collect data that, once used, result in measurable variables or the collection of information needed to answer a research question.

The research would therefore incorporate some of the following tools in the data-finding exercise:

- Interviews – A formal or informal approach to get information from stakeholders by talking to them directly. They may include the use of prepared or spontaneous questions and recording of the responses (*PMBOK® Guide*, 2017, p. 142).
- Schedule – Is used to collect data from the respondents while an interview is conducted. The Schedule contains questions, statements (on which opinions are elicited) and blank spaces/tables for filling by the respondents (MBK Knowledge Base, n.d.)
- Reporting - Data reporting is the process of gathering and submitting data to be further subjected to analysis. The key aspect of data reporting is reporting of accurate data because inaccurate data reporting leads to uninformed decision making (Formplus Blog, 2022, July 17).
- Observation - This process requires gathering data through observation. The nature of the observation could be accomplished either as a complete observer, an observer as a participant, a participant as an observer, or a complete participant (Formplus Blog, 2022, July 17).
- Focus Groups – Require the bringing together of prequalified stakeholders and subject matter experts to learn about their expectations and attitudes about a proposed product, service or result. The discussions are interactive to be more conversational (*PMBOK® Guide*, 2017, p. 142).

- Secondary Research - In the Secondary Data collection process, the information is already available and was analyzed previously (Simplilearn, 2022 August 10).
- Stories of change - Stories of change usually attempt to show how a project or programme has contributed to change within the lives of its targeted beneficiaries, or to other forms of change such as policy or organizational change (Simister, 2017)
- Rating scales – To aid in analysis by comparing information on specific research subject (Formplus Blog, 2022, July 27).
- Project templates – A partially complete document in a predefined format that provides a defined structure for collecting, organizing and presenting information and data (*PMBOK® Guide*, 2017, p. 724).

Chart 5

Tools that may be utilized in the data gathering process (Source: T. Ambrose-Versailles, Author, 2022)

Objectives	Tools
1. To conduct an assessment of the Projects Unit to gather strengths and weaknesses on current project management practices.	<ul style="list-style-type: none"> • Interviews • Schedule • Focus Groups • Observation • Secondary Research • Rating Scale • Stories of Change
2. To develop a report that documents the findings from the assessment.	<ul style="list-style-type: none"> • Observation • Stories of Change • Reporting • Project Template • Rating Scale
3. To define a methodology that enhances the efficiency and	<ul style="list-style-type: none"> • Secondary Research

<p>effectiveness of processes and procedures for project implementation.</p>	<ul style="list-style-type: none"> • Observation • Interview • Focus Group • Schedule • Stories of Change • Reporting • Rating Scale
<p>4. To ensure that the proposed methodology facilitates continued alignment of the Ministry of Tourism's pro-people, pro-planet strategic thrust.</p>	<ul style="list-style-type: none"> • Secondary Research • Observation • Interview • Schedule • Reporting • Project Template • Stories of Change
<p>5. To present proposal to the Permanent Secretary of the Ministry of Tourism for approval.</p>	<ul style="list-style-type: none"> • Reporting • Observation • Stories of Change • Project Template

3.4 Assumptions and Constraints

The *PMBOK® Guide (2017)* refers to an assumption as a factor in the planning process that is considered to be true, real, or certain without proof or demonstration (p. 699). Likewise, a constraint is defined as a limiting factor that affects the execution of a project, programme, portfolio, or process (p. 701). Based on the objectives established, the Assumptions and Constraints for the FGP are listed below in Chart 6.

Chart 6

Assumptions and constraints identified that may impact the study (Source: T. Ambrose-Versailles, Author, 2022)

Objectives	Assumptions	Constraints
1. To conduct an assessment of the Projects Unit to gather strengths and weaknesses on current project management practices.	1. The Projects Unit (PU) requires a defined Project Management Methodology (PMM) to enhance its output for efficacy and efficiency in the implementation of processes and procedures in project management. 2. The researcher would have access to the relevant information and resources that would aid in the analysis of the unit's current situation.	1. The timeframe allotted to gather the data may not be adequate to conduct a comprehensive analysis 2. Locating stakeholders within the established timeframe that would divulge the relevant information may impede the data gathering process.
2. To develop a report that documents the findings from the assessment.	1. The PU team would provide the necessary support to the study and accept the	1. The timeframe allotted may not be adequate to

	<p>recommendations for implementation of the methodology based on the findings in the report.</p>	<p>produce a comprehensive report.</p>
<p>3. To define a methodology that enhances the efficiency and effectiveness of processes and procedures for project implementation.</p>	<ol style="list-style-type: none"> 1. The cadre of methodologies available would aid in enhancing the processes and procedures of the PU for efficient and effective implementation of projects. 2. The timeframe allotted of approximately three months would be adequate to identify an appropriate methodology and complete the study. 	<ol style="list-style-type: none"> 1. The cost to acquire certain project management tools associated with managing information systems, materials, equipment or physical resources may not be approved.
<p>4. To ensure that the proposed methodology facilitates continued alignment of the Ministry of Tourism's pro-people, pro-planet strategic thrust.</p>	<ol style="list-style-type: none"> 1. An adequate methodology exist that would work in tandem with the present strategies of the MoT. 	<ol style="list-style-type: none"> 2. The methodology selected and the time to pivot to select another methodology may not accommodate the future dynamics of the PU that would be to encourage continuous improvement through enhancement of processes and procedures

<p>5. To present proposal to the Permanent Secretary of the Ministry of Tourism for approval.</p>	<p>1. The study would be accepted and validated by top decision-makers and be institutionalized as part of the function of the PU.</p>	<p>1. Top decision-makers may not ultimately agree to the recommendations.</p> <p>2. Top decision-makers may delay the proposed date for implementation of recommendations due to changes in the ministry's vision brought on by a change in the new governing body.</p> <p>3. The scope was delimited to the Projects Unit, thus an overall study on the Ministry of Tourism would not be available should one be requested.</p>
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3.5 Deliverables

The *PMBOK® Guide* (2017) describes a deliverable as any unique and verifiable result, product, or capability to perform a service that is required to be produced to complete a project, phase, or process (p. 704). ActiTIME (2021, January) further states that in every project management phase, it facilitates the allocation of resources, defines the course of action, review risks and takes other measures to ensure project success. The FGP should produce the following deliverables:

Chart 7

Deliverables (Source: T. Ambrose-Versailles, Author, 2022)

Objectives	Deliverables
1. To conduct an assessment of the Projects Unit to gather strengths and weaknesses on current project management practices.	To gather and document the appropriate data that provides the baseline information for a better understanding of the operations of the PU so that the specific needs and the gaps to bring about changes in the best practices can be identified
2. To develop a report that documents the findings from the assessment.	To generate a report from the data so that an analysis can be done via: <ul style="list-style-type: none"> • PEST (Political, Economic, Social and Technological) Analysis • SWOT (Strength, Weakness, Opportunities and Threat) Analysis on the current environment, practices, knowledge and skills. Therefore, through a summary report the recommendations may be given to aid in the selection of a PMM.

<p>3. To define a methodology that enhances the efficiency and effectiveness of processes and procedures for project implementation.</p>	<p>Based on the analysis of the data, the information would guide the selection process of a methodology for the PU.</p>
<p>4. To ensure that the proposed methodology facilitates continued alignment of the Ministry of Tourism's pro-people, pro-planet strategic thrust.</p>	<p>The analysis report should provide the Researcher with adequate information to help align the organizational strategies of the MoT with that of a PMM to ensure that there is enhancement of processes and procedures.</p> <p>The design of possible templates and forms that suit the dynamic of the public sector but would also enhance the PU output upon the implementation of the defined PMM.</p>
<p>5. To present proposal to the Permanent Secretary of the Ministry of Tourism for approval.</p>	<p>To produce a final document proposing a framework of a PMM for the PU that outlines a methodology that could apply.</p>

4 RESULTS

The FGP was developed on the PU within the MoT to propose a PMM for effective and efficient implementation of projects. The following objectives were established - to conduct an assessment of the Projects Unit to gather strengths and weaknesses in current project management practices; to develop a report that documents the findings from the assessment; to define a methodology that enhances the efficiency and effectiveness of processes and procedures for project implementation; and to ensure that the proposed methodology facilitates continued alignment of the MoT's pro-people, pro-planet strategic thrust. In determining the constraints, it was recognized that general elections would have an impact on the study, especially in the case of a change in administration. Additionally, the study would not take into account how the proposed methodology would impact cross functional duties with other Ministry units. It was also determined that the cost of implementing the study and not having the right physical resources may limit the results. Consequently, an analysis was done, and the following was reported to develop a report that documents the findings from the assessment.

4.1. To conduct an Assessment of the PU to gather Strengths and Weaknesses in current project Management Practices.

The Researcher reviewed files that included Action Items, Minutes of Meetings and project concept notes and proposals on the various projects managed by the PU. The process was completed between mid-September and October 31, 2022, at various intervals. With the reviewing of the reference documents, the Researcher scheduled meetings, interviews and focus group-type sessions with Ministry officials. In addition, being a member and acting supervisor of the PU, the Researcher utilized the method of Observation in the data gathering process. The timeline to complete the interviews and meetings was compromised due to the General Elections that were conducted on 5 August 2022. This resulted in a change in government administration and, as a result a change in upper-level management, personnel that were pivotal to the process and the eventual authorization of the implementation of the proposed PPM.

In the data gathering process it was observed that the PU was created to place emphasis on Research and Documentation and to develop initiatives that would boost Community-Based Tourism. It was deduced that the following projects were typically managed by the Unit.

- New Product Development
- Research
- Service Development

The meeting with the Minister of Tourism on October 28, 2022, solidified that one of the new mandates of the Unit was indeed to place more emphasis on developing and managing capital projects, hence increasing the probability of the Unit managing construction type projects; a venture dubbed “Specialized Projects”.

New Product Development

Though small in comparison to many of its benchmarking partners, the cruise sector of St. Kitts proved to be the sub-sector that commanded the most visitor arrivals to the destination, allowing it to become a marquee port with over a million visitor arrivals in the 2017 – 2018 cruise season. (Porthole Cruise and Travel, 2018) This required the MoT, stakeholders and partners to work in tandem to offer a diverse tourism product to drive continued interest and support growth in the sector. An example was the Rails to Trails Project a proposal which was submitted for approval from Cabinet as well as funding from external donors. In 2021 the proposal was submitted to the Organization of Eastern Caribbean States (OECS) Commission, where the Project was one of four finalists from within the region and recipient of a grant.

Research

The PU organized a survey to measure the impact that the COVID-19 pandemic had on the tourism and hospitality sectors. The data was used to support the decision of the GoSKN to offer financial assistance to the most vulnerable. The PU also assisted in the data gathering process for the Resident Perception survey that gave citizens and residents a voice on their views of the sectors and areas for

improvement. Research on the regional level would include the assessment of gaps in the sectors and proposed recommendations. The Unit also assists in the revision of drafts for government bills and reports that would impact sectoral development. Additionally, the generation of statistical data resides primarily within the Ministry of Sustainable Development, within the Statistics Department. However, the PU would facilitate the dissemination of the relevant information based on the nature of the requests.

Service Development

Seeing that Community-Based Tourism is one of the pillars earmarked to sustain sectoral growth, the PU has organized training sessions targeting Micro Small Medium Tourism Enterprises to train them in Finance Management, Digitization and Information Sharing on the various institutions that offer both technical and financial support. The Tourism Education and Awareness Programme and its derivatives such as Etiquette Training, Product Tour, Florida-Caribbean Cruise Association Essay and Poster Competition, Tourism Youth Congress are examples of initiatives managed by the PU to build awareness among the youth and general public.

The interview process was delayed by approximately six weeks where the Researcher required a meeting with the PS to give an update on the study and receive feedback for the information gathering and assessment processes. This was due to the fact that the general elections resulted in a change in government administration. This meant that the MoT was without a Minister of Tourism and PS and the duties of managing the MoT was shared between the AS and the Director of Events. The staff, as well as the general public were informed on August 13, 2022, about the parliamentary representative who received the MoT portfolio. The PS then came on staff on the 24 October 2022. These delays were considered significant due to the fact that a change in administration could have resulted in a change in the requirements of the PU and the MoT by and large.

4.2. To develop a report that documents the findings from the assessment.

The report generated from the data-gathering process may be considered timely and relevant. As a result of the general election on August 5, 2022, there was a change in administration, which meant that the transfer of information was paramount for the transitioning period. On August 13, 2022, the representatives were officially given their portfolios during the swearing in ceremony. (ZIZ Broadcasting Service, 2022, 2:05:39) On September 6, 2022, the members of the PU were notified of the Researcher's intention to propose the implementation of a PMM that would enhance the processes and procedures of the Unit. The members agreed that streamlining processes and procedures would add to the enhancement of the Unit's performance. This was supported by the fact that the Unit was short staffed and had no supporting knowledge on whether the Unit would receive one or more additional members to the team. The Researcher had a meeting with the AS on September 12, 2022, to gather her thoughts on the new path of the MoT. In the interview, the AS opined that the Unit needed to be more visible with community outreach. She also felt that new initiatives such as the "Incubator Programme, Best Village Competition, etc" would bolster the outreach process. At the time of the interview, budgets were pending for submission and the Researcher, without a directive from the Minister or PS, tailored the documents and operated under the premise that the proposed projects were adequate and would fit into the new vision of the MoT. As a team, the PU collectively agreed to operate on this premise until instructed otherwise. This was the direction taken due to the fact that deadlines were pending, and the Unit was unsuccessful in scheduling an earlier meeting with the Minister. Further, one of the most senior members of staff, the PS who is responsible for relaying the will of the Minister and coordinating staff would not join the Ministry until October 25, 2022.

On September 26, 2022, the Researcher was granted a meeting with the Minister of Tourism, to provide an overview of the Unit and its initiatives. The meeting was cut short due to scheduling, however, at the time, it appeared that the present initiatives and requirements of Unit would stay the course. By October 2022, the new mandate of the PU was beginning to take shape when in a meeting with the Minister,

she verbalized that there would be changes and that the PU needed to draft projects that would increase visitor arrivals. Thus, her referencing these new initiatives as “Special Projects.”

From the meetings and the observations made by the Researcher, the following SWOT analysis was done to ascertain the readiness of the Unit to manage the new mandate.

Strengths

Identified were: -

- The members in the Unit were specifically recruited based on the mandate outlined in St. Kitts Tourism Strategy and Action Plan 2014-2019
- The members of the unit show initiative and are able to perform duties with minimal supervision.
- The members of the unit have varied backgrounds based on previous work experiences and attachments to various social groups.
- The members of the unit have strong cross-functional organizational working relationships
- The members of the unit have good working relations with various ranking members of staff.
- The members of the unit are exposed to and encouraged to capitalize on training opportunities as they become available.

Weakness

- The current number of staff is not adequate to fulfill the mandate of the Strategic Action Plan in terms of the scope of the impact.
- The duties of each officer were often disrupted or delimited due to a lack of or very limited physical resources.
- Budgetary constraints have also limited outreach.
- Most PU members do not have any formal training in Projects Management.

- Inconsistency in the frequency of conducting individual performance assessments.
- Inconsistency in the prioritization process for project selection and execution.
- A need to streamline procedures to ensure timely submission of the appropriate documentation and completion of tasks.

Threats

- Staff could be transferred and replaced with new recruits to fulfill political promises brought on by the change in administration.
- Staff may be mandated to focus on projects to fulfill political agendas.
- Project success indicators are mainly dependent on meeting deadlines and staying within budget.

Opportunities

- The new administration would be receptive to the new recommendation of introducing a PMM that would enhance policies and procedures.
- Open dialogue to discuss how the PU may widen its scope for wider sectoral impact.
- The new PMM if implemented, may support the streamlining of the process and procedures that allows for future initiatives or projects implemented by the MoT aligned with the “Venture Deeper” campaign that was developed to rebrand the destination.

Another form of analysis utilized was a Political Factors, Economic Factor, Social Factors and Technological Factors (PEST) analysis. This was done to support the Product Development component of the Unit and the macroeconomic factors that may impact inputs, outputs and outcomes. To this end the PEST tool was used rather than the Political, Economic, Social, Technological, Environmental and Legal (PASTEL) Analysis mainly because of the Legal component. All government

institutions cannot by themselves, enter a binding contract without the intervention of the Attorney-General's office.

Political Factors

- Fulfilling political promises has on occasion resulted in the hiring of staff that may not have the qualifications for the position given, which, in the grand scheme of things may impact cross-functional relationships and the required output needed to successfully execute projects.
- The Bureau of Standards introduced a Bill in 2021 that gives them the authority to oversee training, certification and to make the determination to either adapt or adopt standards and regulations that would impact the sector. Consequently, this would also impact the operations of the PU.

Economic Factors

- The allocation of funds is determined by each ministry and submitted to the Ministry of Finance who then determines the final amount the Ministry should receive.
- This impacts the number of staff the Ministry would be allowed to hire, their pay scale and the disposable funds to support projects and other initiatives.
- The new initiatives were made known after the deadline for budgetary submissions for Capital Projects, hence the 2024 budget would need to reflect the proposed changes.

Social Factors

- As sector demand grows, so do the requirements of the Ministry. At present, there is a cap on the number of staff the Ministry is allowed to hire. The demands of the PU have grown throughout the years requiring staff to have a greater input in designing and delivering in the

Community-Based Tourism initiatives as well as the Tourism Education and Awareness Programme.

- The SKTA has now formulated several pillars on which they have rebranded the destination. The PU is now mandated to tailor its projects and initiatives.

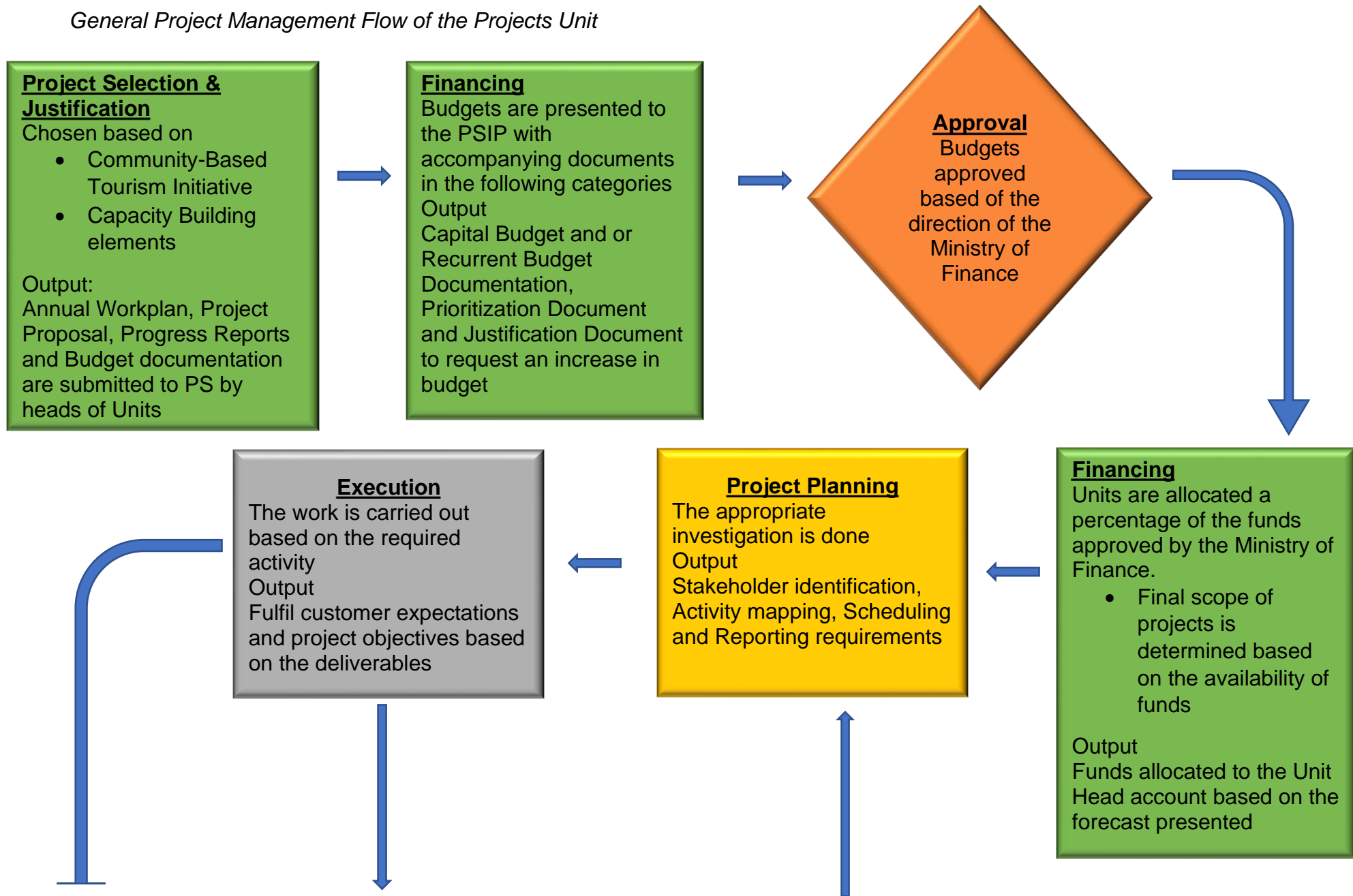
Technological Factors

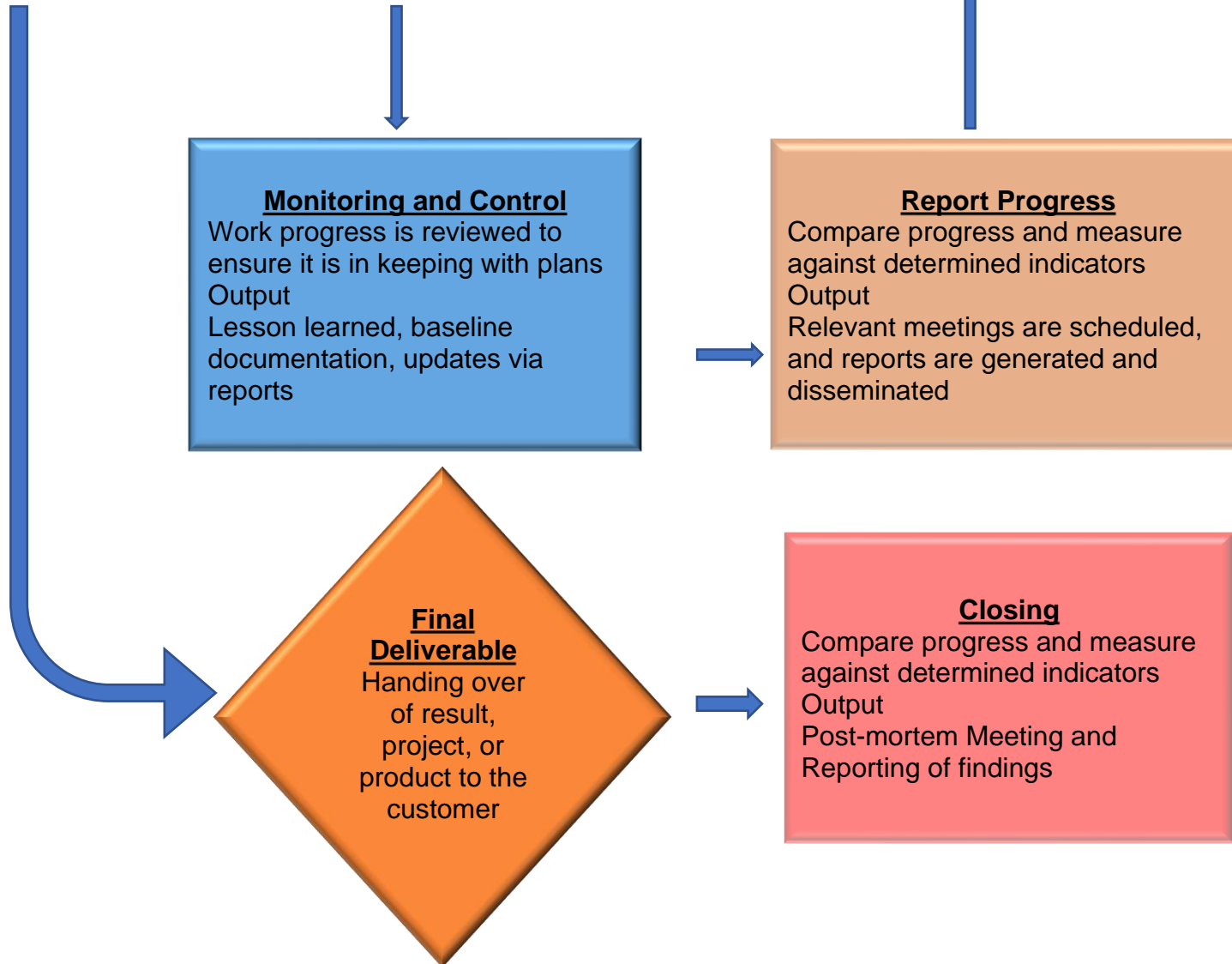
- The ICT Centre determines the hardware and software issued to the ministries, which the Research Officer has reported do not suit the dynamics of the PU
- The ICT determines the network to which the Ministry subscribes. The rationale may be considered antiquated due to the fact that it does not support the Ministry venturing into cloud-based storage and the like technology
- The current network also limits the access of staff to social media websites and requires written consent from the ICT to get access. To date, only one member of the Unit has full access to the social media sites.

In addition, a flow chart, Figure 16 was developed to map the general process and procedures of the PU when establishing its initiatives, as seen in the diagram below. As a government entity, there are certain checks and balances in place to support the auditing process that is conducted each year. Please see Figure 16 below.

Figure 16

General Project Management Flow of the Projects Unit





Note: The figure was adapted from Crystal Project Management templates that demonstrates the general process and procedures utilized by the PU to initiate projects that includes the primary outputs

Crystal: Better Project Management, Free Resources <https://crystal.consulting/free-resources>. Copyright 2022 by Crystal Consulting

The Ministry of Finance would send one of their officers to ensure that monies are being used for their intended purposes. In this case, vendor records are kept and presented to the Finance Department to support their transaction purposes. The PU is encouraged to utilize vendors that have Business Licenses and actively contribute to the Department of Inland Revenue. Though this policy is known, the PU does not exercise strict adherence to this policy.

It is the opinion of the Researcher that the MoT and, by extension, the PU may utilize a Waterfall method that is sequential in nature. The Unit Supervisors would get a general directive from the PS on the direction of the Minister. The directive fits into the overall Pro-People, Pro-Planet Strategy. The PU specifically then formulates projects, initiatives, or enhances the programmes that support the directive. The budgets are formulated followed by a series of meetings to prioritize the projects. Based on the historical data and trends, the decision-making processes would support the estimated amounts normally given to the Ministry. Additional amounts would require the supporting justification documentation as to the reason for an increase. The information is presented to the Ministry of Finance and then confirmation is given on whether there was an increase, decrease, or no change to the amounts. Each Unit is then allotted a percentage of the total funds to support the budget needed to execute projects.

Each Unit is responsible for ensuring that the project management process allows for projects to stay within budget. Therefore, the PU like all Units is required to submit monthly forecasts to the Ministry of Finance so that the funds may be released to the MoT. The documentation presented at the initial stage must support the documentation at the closing. The forecast and supporting invoices must fall within the characteristics of the approved projects. This means that a project cannot move forward if monies were not requested or if approval was not given during the PSIP meetings where ministries are given permission to initiate specific projects.

During the Planning, Execution and Monitoring and Control Processes, the PU methodology changes from purely waterfall to reflect more Agile characteristics. This method was created to allow for flexibility and enhance efficiency (Altexsoft, n.d.).

Within these processes the PU team may be:

- Flexible
- Create Actionable Items
- Create working groups
- Generate Progress Reports
- Facilitate Stakeholder Engagement

The project's proposal would delineate the scope of the project in its initial stage. However, often the PU team would be required to prioritize and edit the scopes to best reflect the availability of resources. This would entail the amount of money provided to complete the project, the availability of trained personnel to complete the task and the time in which the project should be completed.

Due to the size of the unit, the success of the initiatives relies on cross-functional relationships with work colleagues, and other governmental, non-governmental entities and civil society. These relationships allow for the creation of working groups and monitoring and control are done through the actionable items created with specific timeframes and assigned persons to complete tasks. Progress and quality control may be measured in the progress reports generated or the follow-up meetings scheduled. Throughout these steps, the initiative is being executed and adjustments are made as needed based on feedback from meetings, reports and stakeholder engagement

At the end of a project and depending on the type, there may be closing ceremonies and if required, a post-mortem meeting would be scheduled. Most initiatives are closed when the final overview reports are submitted to the Unit Supervisors and or the PS.

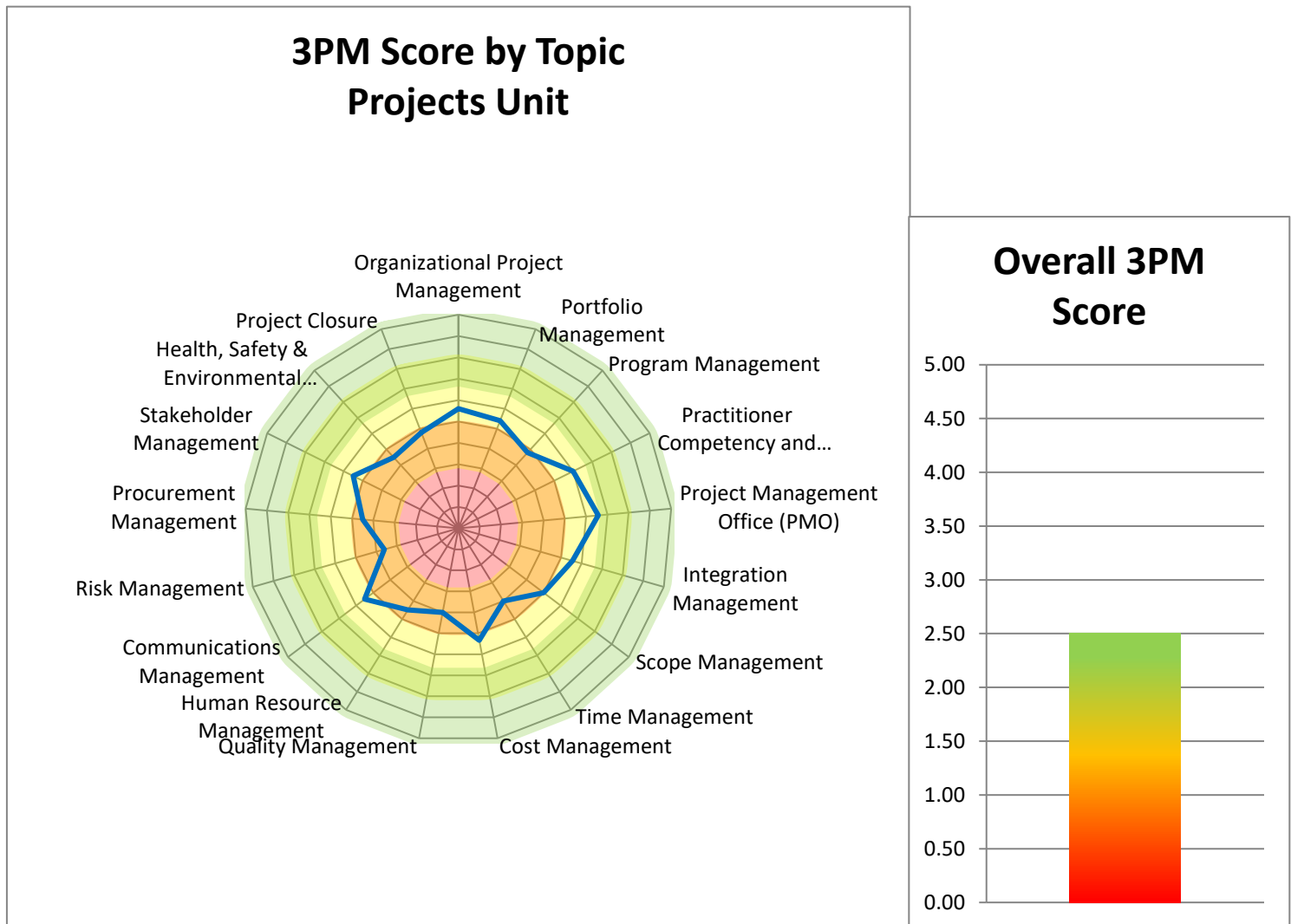
The Research utilized an assessment tool created by Crystal Consulting to verify what were the current best practices utilized by the PU. The template consisted of ninety-five questions that aided the Researcher in ascertaining the level of maturity of the Unit. The scoring ranged from 0 to 5 or from "No use" to "exemplary use" of the instrument. The Researcher then was able to select whether the Unit was Aware, Aware but do not utilize a specific Project Management instrument, partially

utilizes the instrument, is consistent or is in good command of the instrument. There were seventeen areas tested and based on the results presented, the automated summary sheet was generated to support the elaboration of the report for deliverable two.

The Radar Chart that was created indicated five areas in which the PU scored the highest were Project Management Office, Cost Management, Integration Management, Communications Management and Stakeholder Management. The areas that required significant improvement were Time Management, Quality Management, Risk Management, Health and Safety and Environment Management and Programme Management.

Chart 8

Radar Chart presenting the score by topic for the PU



Note: The figure was adapted from Crystal Project Management templates that assess the current project/portfolio and programme management maturity

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The Researcher also conducted a Skills Gap Analysis on the PU. The rationale was to identify the areas that would require the most attention in reference to training requirements. The tables utilized were modified from the template provided by the Preply Business that were tailored to the requirements of the PU (July 13, 2022). The areas that were assessed were based on the following criteria.

Chart 9

The glossary that guided the Researcher in performing the analysis

Skills	Description
Cross-Functional	A cross-functional individual is able to work and communicate within multicultural, generational and monocultural teams. They can interact and communicate clearly, understanding the nuances that come with different cultural and linguistic backgrounds. Often, they speak and work in more than one language.
Flexible	Possessing the ability to adapt to a situation and allowing others to participate as well
Project management	Ensures that projects are completed on time, within budget, fulfils expectations; shows leadership.
Networking	A strong networker builds a mutually beneficial group of professional connections and is able to leverage this group to the benefit of the company.
Team Player	The individual respects the differences of others and is willing to work with others
Takes Initiative	A willingness to take action, be it corrective or otherwise
Methodological	The individual is orderly in mapping out his/her thoughts which leads to actions and expressions to others
Social Media	Knowledgeable on the various platforms and how to manoeuvre them
Technological Knowledge	Understands the functions and operations of various hard and software
Time Management	The ability to manage activities via planning and execution for efficacy and efficiency
Active Listening	The ability to listen and interpret the message so that the appropriate response may be given, or action taken

Detail Oriented	The ability to focus on the specifics for accuracy so that the cause and effect of a situation may be understood
Responsible	A willingness to exercise accountability that encourages transparency
Analysis and Report Writing	The ability to gather the relevant data so that the information may be configured, organized and presented in a manner that the recipient may understand

Note: The figure was adapted from Preply Business templates that assess the areas skills sets that may be considered as most relevant to the PU

Preply Business. How to conduct a skills gap analysis to identify training needs
https://preply.com/en/blog/resource/skill-gap-analysis-template/?utm_source=leadm&utm_medium=other&utm_campaign=b2b_con_generic_all_0_eng_xx_english_skills-gap-template_0&hsCtaTracking=8abf0f4d-dbea-4684-a8c4-47cc09252f0208ca171d-088f-4747-b17d-fc0b75651b40. Copyright 2012 - 2022 by Preply Inc.

The assessment measured collectively the fourteen areas listed above ranging from inexperienced to expert. The template further allowed for individual analysis of said variables, however, the range was from zero to twenty-five again, ranging from inexperienced to expert. Based on the indicators, an average score was calculated. Figures 17 and 19 would demonstrate that the average scores for each variable were calculated based on a total score of five and twenty-five. From the total, a weighted percentage was further calculated to also determine the varying degree of importance to the entire data set (Ganti, et al. 2022).

Figure 17

Skills Gap Assessment - Group

Skills Gap Assessment															
Team:	Projects Unit														
Date:	09/11/2022														
Importance measured 1 to 5, from not important to extremely important															
Skills	Importance	Desired Level													
Cross-functional	3	Medium													
Flexible	5	High													
Project Management	4	High													
Networking	3	Medium													
Team Player	5	High													
Takes Initiative	5	High													
Methodological	5	High													
Social Media	3	Medium													
Technological Knowledge	4	High													
Time Management	5	High													
Active Listening	4	Medium													
Detail Oriented	5	High													
Responsible	4	High													
Analysis and Report Writing	4	High													
Assessing Team Skills															
Skills Measured from 1 to 5 from inexperienced to expert															
Officer	Cross-Functional	Flexible	Project Management	Networking	Team Player	Takes Initiative	Methodological	Social Media	Technological Knowledge	Time Management	Active Listening	Detail Oriented	Responsible	Analysis and Report Writing	Total
Community Tourism Officer	3	5	4	5	3	5	5	4	3	4	3	4	5	4	57
Tourism Research Officer	4	3	4	4	5	4	5	4	4	4	4	4	5	5	59
Tourism Education Officer	4	4	4	4	5	4	4	5	4	4	4	5	4	5	60
Community Tourism & Education Officer	4	4	4	4	4	3	3	5	5	3	3	4	3	3	52
Total	15	16	16	18	16	16	18	17	16	15	14	17	17	17	228
Average	6	6.4	6.4	7.2	6.4	6.4	7.2	6.8	6.4	6	5.6	6.8	6.8	6.8	91
Weighted %	7%	7%	7%	8%	7%	7%	8%	7%	7%	7%	6%	7%	7%	7%	100%
Total	228														

Note: The figure was adapted and modified from the template provided by Preply Business templates

Preply Business templates assessed the collective skills sets of the PU that may be considered as most relevant to the PU

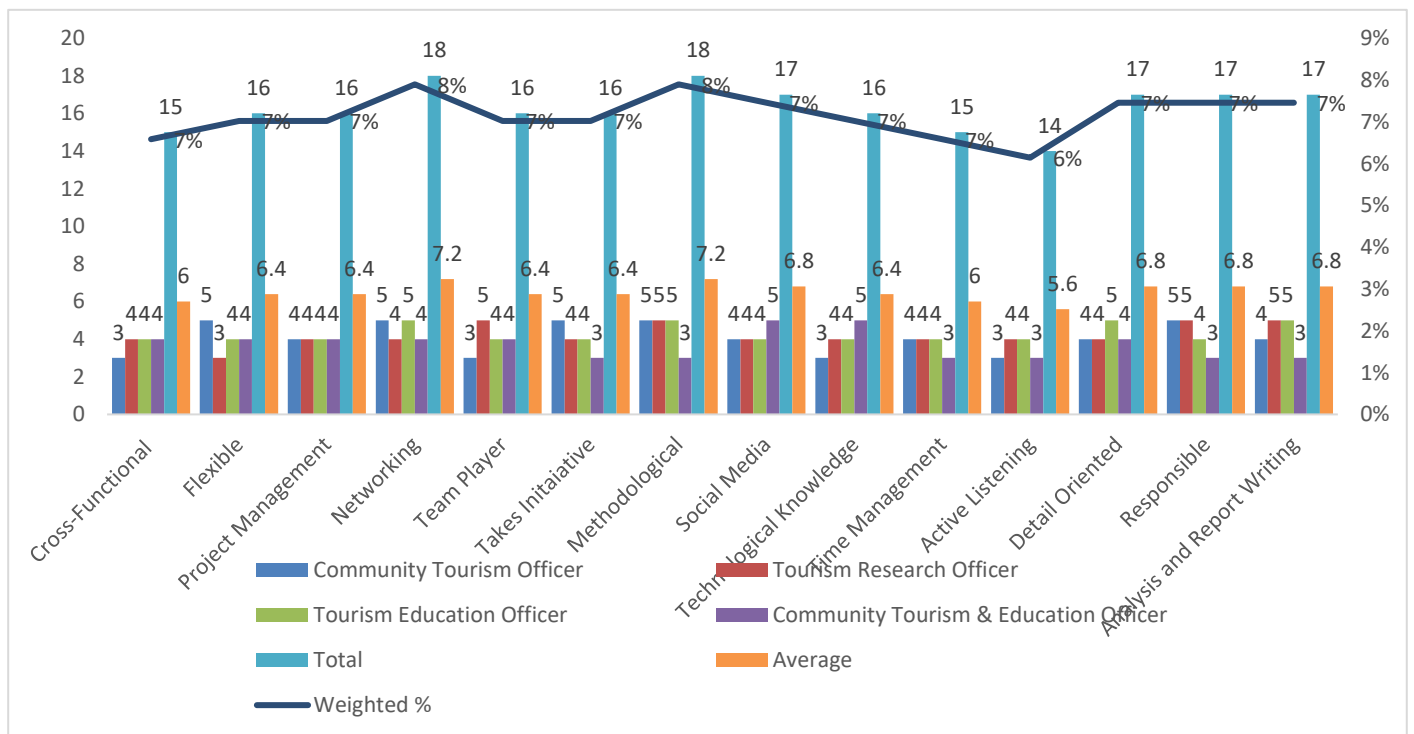
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https://preply.com/en/blog/resource/skill-gap-analysis-template/?utm_source=leadm&utm_medium=other&utm_campaign=b2b_con_generic_all_0_eng_xx_english_skills-gap-template_0&hsCtaTracking=8abf0f4d-dbea-4684-a8c4-47cc09252f0208ca171d-088f-4747-b17d-fc0b75651b40. Copyright 2012 - 2022 by Preply Inc.

The chart presented in Figure 18 shows that on average the PU performed in the areas exceptionally well with an average score of sixteen. Active Listening was the area with the lowest score of fourteen and a weighted average of six percent.

Figure 18

A graphical representation of the information listed in Figure 17 (Source: T. Ambrose Versailles, 2022)



Note: The graph was generated utilizing the figures within the data fields.

The individual assessment was similarly calculated. However, unlike the collective assessment, the individual assessment offered the Researcher an avenue to present comments to support the scores as seen in Figure 19.

Skills Gap Assessment – Individual Part 2 of 2

Officer	Technological Knowledge	Comments	Time Management	Comments	Active Listening	Comments	Detail Oriented	Comments	Responsible	Comments	Analysis and Report Writing	Comments	Total
Community Tourism Officer	20	Working knowledge of the various hardware and software to complete her duties	23	Generally works within the time allotted to complete the task. However, by not delegating tasks, some deadlines are missed	19	Her disability may at times hinder her reception of the message which may lead to misinterpretation and follow-up action	24	Her organizational skills through event planning have contributed to her ability to be detailed oriented	25	Her competitiveness is an asset to her drive to complete tasks well which enables her to hold herself and others accountable for assigned tasks. However, at times it may lead to her overcommitting herself	23	Normally keeps good records of activities for her reports but would require to be a bit more detailed in her analysis of the data	309
Tourism Research Officer	23	Has an above average knowledge of various hardware and software to complete duties, include Project Management software that may be utilized in the Unit	22	Generally works within the time allotted. However in the instances where she is expected to assist colleagues and now performing dual responsibilities as the Research Officer and Unit Supervisor has resulted in some miss deadlines	23	Generally listens well and tries to give the appropriate feedback in the required timeframe	23	Her ability to listen and record keeping has contributed to her being detailed oriented	24	Her time management skills enable her to keep herself and others on track so that they may fulfil their assigned tasks. A minor issue maybe at times self-doubt may inhibit her from excelling in this variable	24	The officer normally seeks to utilize software to represent and report information. The types of software that can be used are limited by what is authorized by the ICT department. Based on the nature of her duties may help the officer to be more analytical when reporting the information	315
Tourism Education Officer	20	Working knowledge of the various hardware and software to complete her duties	23	Her duties were significantly limited by the COVID-19 pandemic, however, with the tasks presently being performed, she has consistently met her deadlines	23	Generally listens well and tries to give the appropriate feedback in the required timeframe	24	Her managing various groups and planning events have contributed to her ability to be detailed oriented	24	Her ability for acting quickly has enabled others to entrust her to complete her assigned tasks. However, she can be reserved which requires that the assigned tasks fits her abilities and personality	23	The officer is versed in report writing and is normally quite accurate in detailing events	313
Community Tourism & Education Officer	22	Working knowledge of the various hardware and software to complete her duties and also extends to graphic design	17	On occasions, the officer procrastinate on tasks, which may lead to some missed deadlines or a rush to complete tasks	19	May at times come across as reserved to some member of staff that may reflect on the quality of feedback	20	Her inexperience in completing some high-level tasks may contribute to minor issues in detailing	22	The officer has the ability to take on more responsibilities and is capable of completing them efficiently	19	The officer needs to be more detailed oriented in her report writing which would help with the analysis. An increase in responsibilities may assist in that area	283
	85		85		84		91		95		89		1220
	21.25		21.25		21		22.75		23.75		22.25		
	7%		7%		7%		7%		8%		7%		100%

Note: The Figure 19 – Parts 1 of 2 and 2 of 2 was generated utilizing the assessment tool and modified from the original version then tailored to the PU requirements.

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Figure 20 further supports the data presented in Figure19 that, when summarized, resulted in the following.

Figure 20

Skills Summary table with Recommendations

Skill	Current average score	Desired average score	Weighted %	Next steps
Cross-Functional	20	23	7%	More team-building sessions
Flexible	20.75	25	7%	Better scheduling of resources to ensure that they are used in the right capacity
Project Management	22.75	20	7%	Continue to encourage staff to capitalize on training opportunities when they present themselves
Networking	22.5	18	7%	No immediate action is needed at the moment as it has surpassed the baseline score established
Team Player	21	25	7%	No immediate action is required, as it is also understood that the Unit is small and may become overwhelmed with the workload. However, it is recommended that the Unit members be placed in positions where they continue to be motivated and the environment fosters a shared space that is free of discrimination

Takes Initiative	21.25	25	7%	Continue to utilize opportunities that would create a culture where members understand their roles and responsibilities, and they are given opportunities to be in leadership roles, facilitate training as required and ensure that the appropriate tools are present to support staff improvement in this area
Methodological	22.25	24	7%	Continuous monitoring to ensure that investment is made in the relevant hardware and or software that facilitates upskilling of staff
Social Media	22.25	18	7%	No immediate action is needed, however, the recommendation that all staff members are allowed access to the sites to support the dynamics of the PU and by and large, the MoT
Technological Knowledge	21.25	20	7%	Continue to lobby the relevant authorities about the importance of technology to staff performance and that they have the appropriate skills to utilize said performance.
Time Management	21.25	20	7%	To introduce a framework that monitors staff output, and enhances communication among PU members to encourage an improvement in the engagement process so that at all times members know their roles and

				responsibilities and are able to carry out duties efficiently and effectively
Active Listening	21	18	7%	No immediate action needed apart from continuous monitoring and feedback
Detail Oriented	22.75	20	7%	No immediate action needed apart from continuous monitoring and feedback
Responsible	23.75	24	8%	Organize more team building and / or coaching sessions for capacity building
Analysis and Report Writing	22.25	22	7%	Investing in the appropriate software that would facilitate analysis and reporting

Note: The table was generated from the template for Preply Business Project Management template for skills assessment.

Preply Business. How to conduct a skills gap analysis to identify training needs

[https://preply.com/en/blog/resource/skill-gap-analysis-](https://preply.com/en/blog/resource/skill-gap-analysis-template/?utm_source=leadm&utm_medium=other&utm_campaign=b2b_con_generic_all_0_eng_xx_english_skills-gap-template_0&hsCtaTracking=8abf0f4d-dbea-4684-a8c4-47cc09252f0208ca171d-088f-4747-b17d-fc0b75651b40)

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The Officers scores ranged between eighty and ninety-five based on the analysis of the variables. The lowest score was Cross-Functional and the highest was Responsible. In totaling the scores, the Community Tourism and Tourism Education Officer had the lowest score of two hundred and eighty-three. Her lowest individual score was seventeen of twenty-five in the area of Time Management and her highest was twenty-three of twenty-five in the area of Social Media. The Officer's average score was twenty point two one. The top five areas that she excelled in were Social Media, Cross-Functional, Responsible, Technological Knowledge and Team Player.

Following was the Community Tourism Officer with a score of three hundred and nine. The average score calculated was twenty-two point zero seven. The variable with the lowest score was Cross-Functional, totaling fifteen. There were two areas where she got the top score of twenty-five, namely, Takes Initiative and Responsible. Apart from the two areas mentioned prior, the other three areas with high scores were Flexible, Networking and Project Management. It must be noted that the Officer did score twenty-four in at least three other areas.

Zero point two points separated the scores of the Tourism Education and the Tourism Research Officers. The Tourism Education Officer had a total score of three hundred and thirteen and an average of twenty-two point three six. The heights score for thus officer was twenty-four in Networking, Detailed Oriented and Responsible followed by Project Management and Team Player. This officer also had a high score of twenty-three in other areas. The lowest score received was twenty in multiple fields however, according to the order in the table, it would be in the area of Flexible.

The Tourism Research Officer scored three hundred and fifteen with an average of twenty-two point five. Her lowest score was nineteen in Flexible. The top five area for this officer were Project Management, Responsible and Analysis and Report writing with a score of twenty-four and Team Player and Methodological both at twenty-three.

Following the same template, a table was populated to summarize the individual scores so a baseline could be created to assist the Researcher in

formulating a plan of action to improve the individual scores and ultimately enhance the Unit's performance.

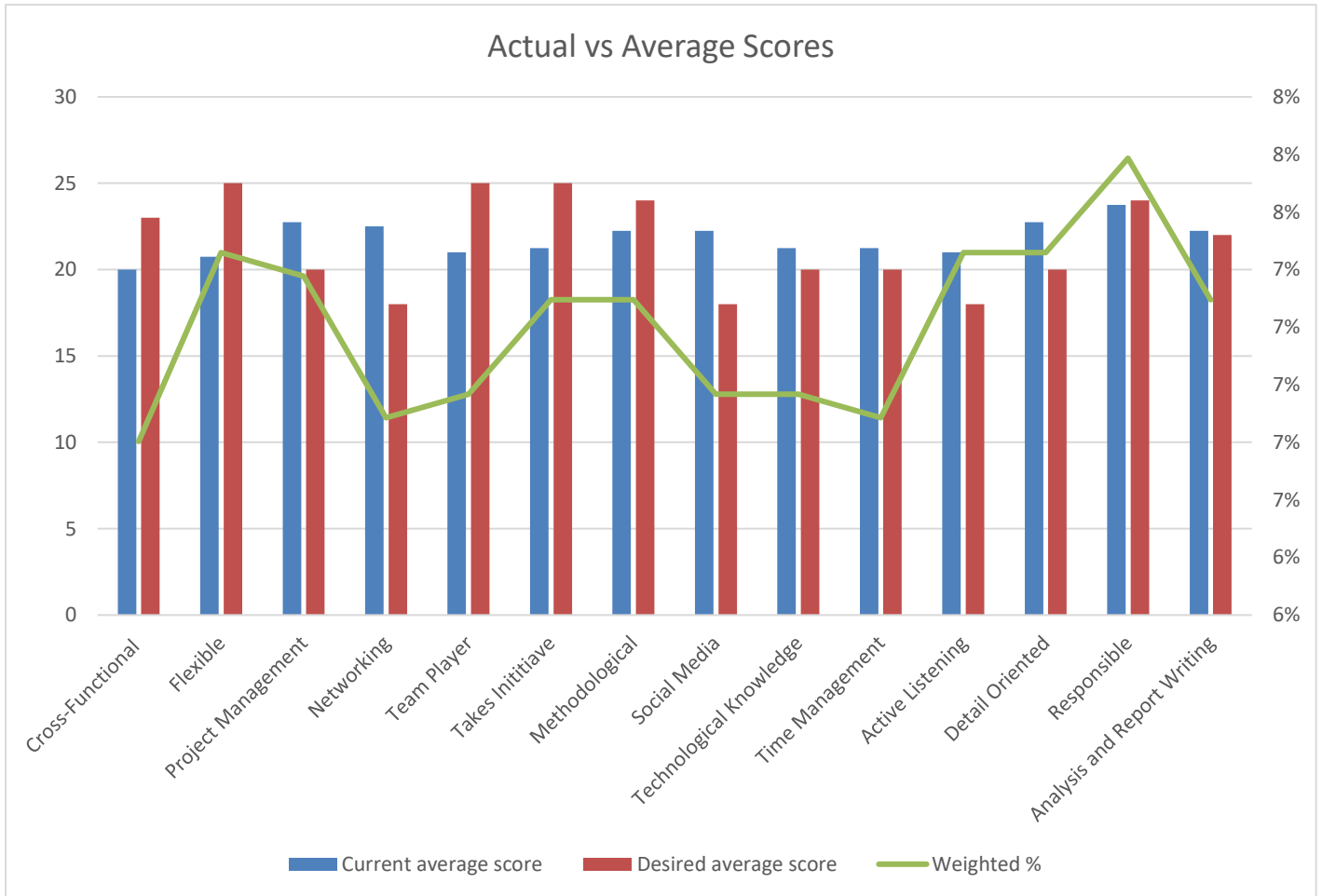
According to the data the areas that required priority attention were:

- Flexible
- Takes Initiative
- Team Player
- Cross-Functional
- Methodological
- Responsible

The variable of Analysis and Report Writing was on par with the average score. The visual representation of the data is provided in a chart for Figure 21. Although the variable Responsible had the smallest margin between the actual score and the average score, the significant difference from the other variables is that the weighted average was higher, at eight, when compared to the other five, which measured at seven.

Figure 21

Comparison between Actual and Average Scores



Note: The figure was generated from the template for Preply Business Project Management template for skills assessment.

Preply Business. How to conduct a skills gap analysis to identify training needs

[https://preply.com/en/blog/resource/skill-gap-analysis-](https://preply.com/en/blog/resource/skill-gap-analysis-template/?utm_source=leadm&utm_medium=other&utm_campaign=b2b_con_generic_all_0_eng_xx_english_skills-gap-template_0&hsCtaTracking=8abf0f4d-dbea-4684-a8c4-47cc09252f0208ca171d-088f-4747-b17d-fc0b75651b40)

[template/?utm_source=leadm&utm_medium=other&utm_campaign=b2b_con_gen](https://preply.com/en/blog/resource/skill-gap-analysis-template/?utm_source=leadm&utm_medium=other&utm_campaign=b2b_con_generic_all_0_eng_xx_english_skills-gap-template_0&hsCtaTracking=8abf0f4d-dbea-4684-a8c4-47cc09252f0208ca171d-088f-4747-b17d-fc0b75651b40)

[eric_all_0_eng_xx_english_skills-gap-template_0&hsCtaTracking=8abf0f4d-dbea-](https://preply.com/en/blog/resource/skill-gap-analysis-template/?utm_source=leadm&utm_medium=other&utm_campaign=b2b_con_generic_all_0_eng_xx_english_skills-gap-template_0&hsCtaTracking=8abf0f4d-dbea-4684-a8c4-47cc09252f0208ca171d-088f-4747-b17d-fc0b75651b40)

[4684-a8c4-47cc09252f0208ca171d-088f-4747-b17d-fc0b75651b40.](https://preply.com/en/blog/resource/skill-gap-analysis-template/?utm_source=leadm&utm_medium=other&utm_campaign=b2b_con_generic_all_0_eng_xx_english_skills-gap-template_0&hsCtaTracking=8abf0f4d-dbea-4684-a8c4-47cc09252f0208ca171d-088f-4747-b17d-fc0b75651b40)

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In October 2022, additional meetings held with the Minister of Tourism revealed that the mandate for the PU would be altered to include projects that are more Capital in nature. Therefore, another type of project that the PU would now be managing would be Construction. These types of projects the Minister dubbed as “Special” Projects. The Minister ultimately shared one specific project on the Porte Zante Marina that she would like the PU to manage for 2023. The Minister further shared with the Researcher that, going forward, all projects should embody the four pillars of Sustainability and Product Development that support the “Venture Deeper” rebranding campaign being rolled out by the SKTA.

In the Budgetary Meetings held with the PS, the AS, Minister of Tourism and the Finance Department, the Researcher advised the group that a PMM would be an asset to incorporate into the PU since its mandate has broadened in scope. The AS was informed of a potential Project Management tool that the Researcher has sought permission to invest in. She too, has requested the information so that she may utilize it with her team.

Additionally, the progress update touched on the fact that the tool would enable the Researcher to better manage the Unit since presently it is unknown if additional staff would be added in 2023. The rationale was further compounded when the Researcher was instructed that the PU should, along with the new initiatives, devise ways to increase reach with the older projects that fall under the Community -Based Tourism initiative.

The Community Tourism Officer performance report suggests that the officer is capable of managing projects though she has no formal training in projects management. The Officer is assertive and willing to take on responsibilities without being asked and is flexible, which therefore means that she is able to network by creating and maintaining working relationships with stakeholders outside of the normal working hours. The areas for improvement would be her active listening skills, working in teams and cross-functional relationships. Her domineering personality can sometimes lead to conflict in her working relationships

The Community Tourism and Tourism Education Officer lack the technical qualification which is reflected in her report writing. However, she has the most

experience on the job by being one of the longest working members in the Ministry compared to her colleagues in the PU. She can be a team player but can be dismissive if perceived she is not given due credit or recognition. The Officer is social media savvy and has shown that she is capable of managing projects. Though she has demonstrated her ability to be responsible time management is one of her weakest points.

The Tourism Education Officer has a similar work ethic to that of the Community Tourism Officer. She is experienced in both work and academia. The Officer is mature in her approach to problems and adapts to finding solutions. The officer is a team player but may come off as abrasive due to her direct nature.

The Tourism Research Officer is competent at fulfilling tasks and can be methodological in her approach. However, she can be indecisive if there are too many unknown variables. The Officer is a team player and can be described as relatable, though networking is not one of her strengths. The Officer is one of the original members of the PU and was hired specifically for the role created for the Unit. Another asset is that the Officer has the technical background in the current field that she is working and is actively pursuing a degree in PM.

4.3. To Define a methodology that enhances the efficiency and effectiveness of processes and procedures for project implantation.

While investigating the types of methodology, the Research opined that the approach must be two pronged: one that fits the dynamics of the internal processes and procedures of the PU and another that fits engagement with the external environment. However, both must share a symbiotic relationship that allows for a seamless transfer of information and / or skillsets based on specific requirements.

The criteria utilized by the Researcher to select the methodology were that should:

- Keep the lines of communication open for continuous engagement
- Afford ease of use
- Be a time saver that allows the use of templates and reporting tools
- Ensure that expectations are aligned with the results
- Allow for improvements in processes and procedures
- Allow for levels of autonomy among PU members due to their size.

The government system utilizes certain processes and procedures that must be adhered to and therefore the methodology cannot change. However, the process could be enhanced with the incorporation of a tool that allows for the scheduling and tracking of activities that would bring about the desired change, track and mitigate risks.

The *PMBOK® Guide* (2017, pp. 554 - 558) describes the project management process groups as standards that assist employees to meet the organization's objectives. The process is iterated thus allowing for continuous improvement of the final product, service or result.

This research paper seeks to enhance the processes and procedures for project implementation. Therefore, by following these standards, the Researcher aims to fulfil this goal by making the Unit more adaptive to change and agile enough to provide adequate solutions. This type of tailoring would help to establish the

required input, tools, techniques, outputs, enterprise environmental factors and organizational process practices.

The guide further reiterates that the optimal uses of the process must be integrated in the ten knowledge areas and the accompanying Project Management Plan.

The application of the Process groups is analyzed in the following:

Chart 10

Application of the Process to the current Unit practice (Source: T. Ambrose-Versailles, Author, 2022)

Initiating	
Internal Process	External Process
<p>The project concept is created and discussed in a kick-start meeting, the documentation may be in the form of a Business Case, Project Charter, or Project Initiation Document. The latter would be ideal to share with stakeholders due to its ease of reading. The information should then be presented to Upper Management for approval to proceed. The working groups should be established, and roles and responsibilities defined. If the concept comes from Upper, the Unit then proceeds to the next stage which is Planning.</p> <p>All initiatives are guided by the St. Kitts Tourism Sector Strategy and Action Plan 2014-2019</p>	<p>If the concept is developed by another Unit or external agency, the PU would not likely be present at the Kick-start meeting.</p> <p>The PU could record the information in Project Initiation Document if limited information is divulged.</p> <p>The PU may follow its internal process if there is a case where the Unit is assisting community groups with Project writing for donor funding. The types of documents used may vary if the donor agency has its own documents.</p>

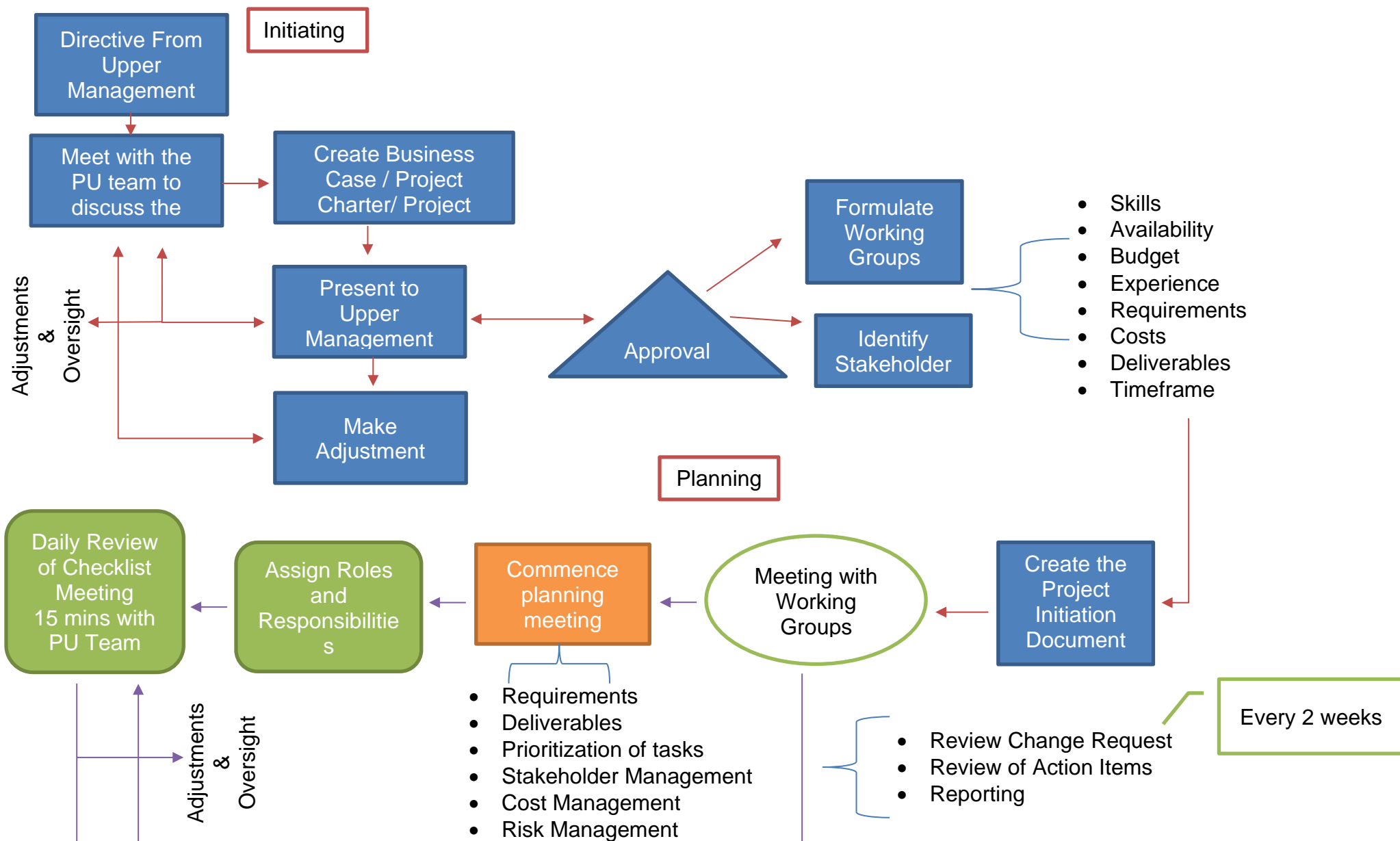
Planning	
<p>This process should be supported by the project document established to aid the Unit in establishing the Scope, Schedule, Cost Management and Stakeholder Management. In this phase way could be devised to monitor quality, Identify and devise ways to mitigate risks. In addition, this phase would help the Unit to adhere to Good Governance with the now proposed Anti-Corruption Act (SKNISEditor, 2022). Further, it supports the enforcement of governing bodies adhering to the Procurement and Contract (Administration Act, 2012). The Unit would benefit from following this process for better control of its limited resources, specifically when establishing Communication Management Plan for engagement with stakeholders and with internal and external clients.</p>	<p>The PU may have some influence on record-keeping for the internal clients. However, the types of documents that would be used are again influenced by the level of involvement of the PU. The PU would be advised to utilize the recommended documentation for its own records. It would also serve to assign officers, advise them of the timeframe in which their services would be required and any other resources that may be essential. However, the extent to which the Officer (s) would be required to provide the technical assistance would influence the documents used. It is also advised that where necessary, the Unit populate the appropriate documentation for lessons learnt.</p>
Implementing	
<p>The project management is done by the PU and as the mandate grows, there would be a need for an integrated approach. The Researcher deduced that there would be a need for more resources, be they physical or monetary to manage the projects. The implementation of certain documentation, such as the Requirement Traceability</p>	<p>The PU may again suggest the use of certain project management documentation that would enhance output. Similarly, the Unit may populate the recommended documents to track resources and optimize the use of its resources since they are indeed limited and maybe</p>

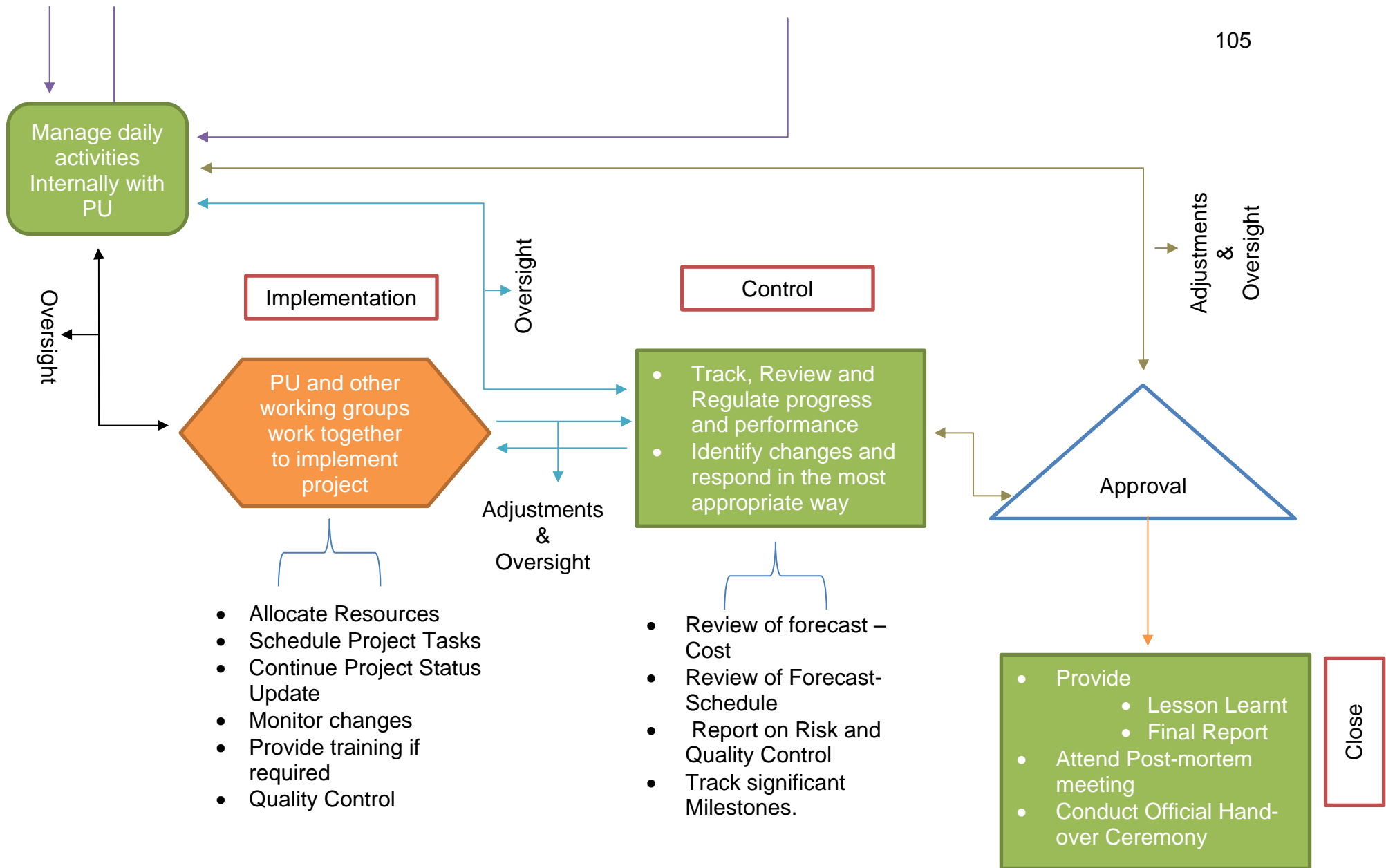
<p>Matrix and Physical Resource Assignment Document, Change Request Document Work Performance, would be useful in assisting this process. Similarly, the integrated approach would track changes, ensuring that deliverables are met, and requirements are adhered to. Proper documentation by the Unit of the optimized procedures would serve to support future projects with the knowledge gained. It would help to determine future training of staff when it is required. Stakeholder engagement in this section would be paramount to project success, thus the Unit should continue to update its Stakeholder Management Plan which may change throughout the different processes.</p>	<p>impact the Officer (s) performance internally.</p> <p>Where necessary, the Unit is advised to populate the appropriate documentation so that they too may provide their expert judgement in future projects with similar concepts.</p>
<p>Controlling</p>	
<p>The recommended integrated approach would also be useful to the PU. This process would allow the PU to track, review and regulate progress and performance. Additionally, to identify changes and respond in the most appropriate way (PMBOK® Guide 2017, p 613). The vision of the MoT is to provide a quality experience by well-trained service providers, and a diverse tourism product that serves to improve the livelihood of its citizens. The</p>	<p>The level of involvement of the Officers would influence the types of documentation used. The Unit would be subject as well to use external documentation. However, it is advised that the Unit transfer the information to the standardized documents established.</p>

documentation would include the Forecast documents for cost and Schedule, Report on Risk and Quality Control and track significant Milestones.	
Closing	
The PU should ensure that at the Closing, the project has achieved the deliverables and fulfilled expectations. The integrated approach ensures that each iteration, as the case may be is done purposefully thus allowing for the cycle to be repeated until all activities are finalized and the project accepted, and resources may engage in other initiatives (<i>PMBOK® Guide 2017</i> , p. 634). In this, the PU may continue with its postmortem meetings to discuss Lessons Learnt, submit Final Reports and organize an official hand-over ceremony.	The Unit is advised to utilize the documentation provided, but, where necessary, transfer the information to its standardized documents.

Figure 22

Agile Process for Project Implementation (Source: T. Ambrose-Versailles, Author, 2022)





4.3.1 The Proposal of a Methodology

The Researcher identified the following methodologies that would be tailor to the needs of the PU. The service industry is constantly changing to adapt to the needs of the new traveller. However, to ensure that the needs are met, there should be a basis for measuring and progressively improving upon the best practices that are currently being used. The Researcher conducted a maturity test, the results of which were expounded on earlier in this document. However, in summary it validated that though the PU is performing well, there are areas that require improvement to enhance the processes and procedures for effective and efficient project implementation.

The Researcher has determined that a hybrid system is required that takes into account the predictive nature of the Unit and its obligation to fulfill standard governmental obligations through systems that are agile enough to fit the industry's needs. The characteristics are represented below in Chart 11.

Chart 11

Showing the Continuum of Project Life Cycle (Source: PMBOK® Guide, 2017. p. 666)

Predictive	Iterative	Incremental	Agile
Requirements are known before development begins	Requirements can be elaborated at periodic intervals during delivery		Requirements are elaborated frequently during delivery
Produces one final product	Delivery can be done in subsections of the final product		Delivery occurs frequently with customer-valued subsections of the overall delivery
Change is constrained as much as possible	Change is incorporated at periodic intervals		Change is incorporated in real-time during delivery

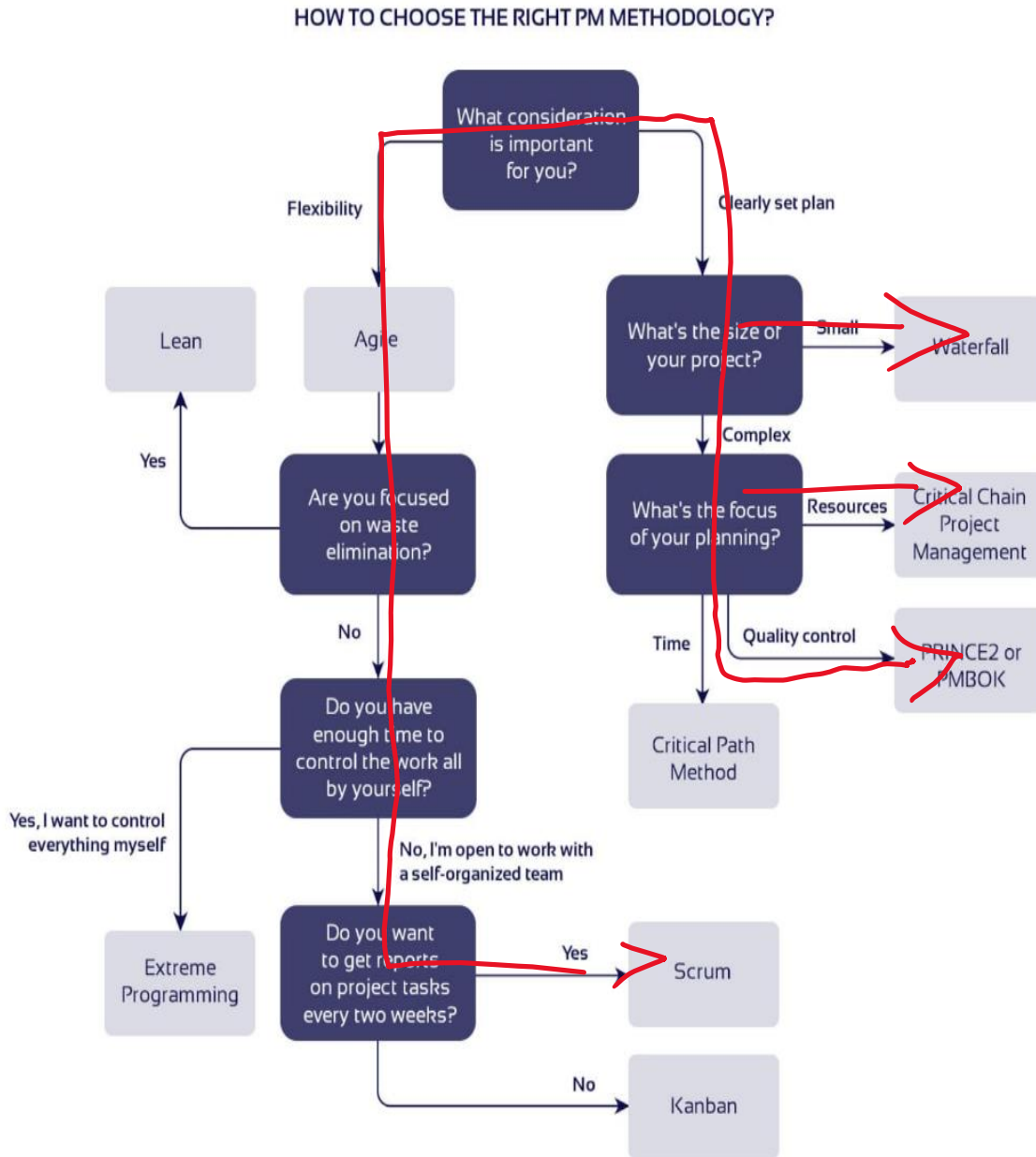
Key stakeholders are involved at specific milestones	Key stakeholders are regularly involved	Key stakeholders are continuously involved
Risks and costs are controlled by detailed planning by experts	Risks and costs are controlled by progressively elaborated plans as information becomes available	Risks and costs are controlled as requirements and constraints emerge

A hybrid system would allow for the PU to incorporate the best practices from the different methodologies, such as utilizing the Waterfall method for planning and establishing deliverables and requirements, while the Agile method would focus on the processes. Hence, methods such as Waterfall, Scrumban, Critical Path, Crystal Path and Critical Chain Management were analyzed.

Korsack, (n.d.) in his article, presented the following chart as seen in Figure 23, to aid users in determining a methodology. The Researcher, as can be seen in the red lines followed the path based on her organization's requirements. From the results, it could be deduced that this would require a methodology that optimizes time management, resource management, adapts to various project sizes and manages quality.

Figure 23

Chart showing the path to select methodology (Source: A. Korsack. 12 Types of project management methodologies, n.d.)



Consequently, there are many methodologies at the disposal of Project Managers; however, the one chosen must be in keeping with the organizational structure and culture and capacity of the workforce. The Researcher has narrowed down the following methodologies to present to upper management for final selection. A comparative table was created to facilitate the selection process.

Chart 12

PPM comparative table (Source: T. Ambrose-Versailles, 2022)

Methodology					
Category	Waterfall	Scrumban	Crystal	Critical Path	Critical Chain Management
Workflow style	Sequential and linear	Team-oriented Flexible and highly organized	People centered that is flexible and adaptive	Linear, detailed and dependency-oriented	Straightforward not recommended for multi-tasking
Work Focus	Completing Deliverables	Complete deliverables	Interactions between individuals	Improve planning, allocate resources and schedule tasks to determine best end date	The dependencies of the task undertaken, it's chain of activities and availability of resources
Key Characteristics	Highly controlled requires planning and the completion of task before	Change driven given that it is workload driven allowing for	Maximize product value by being adaptive to the	It is activity oriented, time driven and cost driven	Resource and task driven to optimize consumption of resource.

	proceeding to the next phase	customized approach to development	present environment		
Project Type	Simple projects with in-depth documentation and clearly defined processes	Start-ups, long-term projects, or projects that are constantly prone to changing requirements	Short-term projects that require little documentation but constant virtual or remote communication among team members	Complicated project with many mutually dependent elements. Used mostly in construction but is diverse and also used on repetitive type projects	Any complex projects that utilize Agile methods
Approach	Members can work on multiple projects because everyone knows, in advance, their responsibilities	Members choose their own tasks or based on their specialization	Members find their own methods to optimize workflow based on project type	Each team member is scheduled and task assignment is done separately	Use to optimize resources when it is limited
Budget	Fixed	Flexible	Flexible	Flexible	Flexible

Management	Project Manager	Self- managing teams	Project Manager	Project Manager	Project Manager
Management Focus	Cross-functional team that can multi-task	Teams must be cross-functional	Virtual teams or cross-functional Capacity building	Cross-functional, Functional, Self-Managed and Virtual Teams	Cross-functional, Functional, Self-Managed and Virtual Teams
Resource	Well-defined roles	No rigid roles	Well-defined roles	Well-defined and Roles that offer more flexibility	Well-defined roles
Resource Involvement	Temporary	Ongoing	Ongoing	Ongoing	Ongoing
Team Size	Ideal for large teams, approximately 15 persons or more due to its strict hierarchical structure	Normally less than 12 members	Up to 200 persons	undefined	undefined

Risk Management		Identify risk associated for each task for mitigation or prevention throughout	Identify risk associated with tasks for mitigation or prevention throughout. Recommended for low-risk projects	Identify risk associated with tasks that checks for mitigation or prevention throughout.	Identify risk associated with tasks for mitigation or prevention throughout.
Flexibility	Very rigid	In team roles	Adaptive to let team respond to changing requirements	Clearly defined roles	Rigid
Meetings	None, requirements established in the planning phase. Any changes will happen after the final product release	Daily stand-up meetings and an option to add other meetings the team deems necessary	Organized as required to facilitate open communication, feedback and collaboration	Performed as required	Performed as required but developed to reduce frequency

Timeline	Undefined	Last for 2- week cycles, but tasks are not cleared from the board	Every 2 months minimum 2 deliverables	Are produced based on the complexity of the project.	Performed in the early stage of project plan
Limitations	Subject to deadline creep	Works that are in progress	No defined plans, structure on how to perform tasks, may lead to scope creep	Not recommended for new initiatives	Not recommended for multi-tasking or small projects with quick turnaround
Client/Stakeholder Engagement	External and or internal, only engage if required to	Active participation of stakeholder in the development process for feedback	External and or internal engagement to develop skills and exchange ideas.	External and or internal engagement to determine resource availability	External and or internal to communicate required sequence of activities, sequence and schedule
Delivery	No iteration only a final delivery	Continuous iterations with short planning cycles and longer release cycles	incremental development	Iterative based on the best to shortest time to complete activities	Iterative and hinges on the other project management phases

From the experience of the Researcher, navigating the service sector would require levels of fluidity that would encompass trends, diversification of the tourism product and capacity building. Therefore, the following procedure is recommended using a hybrid system.

The ministry has a strict hierarchical organizational structure when it comes to project selection, budgets and approval processes. Therefore, the methodology should be one that fits this linear approach in reference to the chain of command and the recommended documentation that is required for submission. However, in the process where stakeholder feedback would be paramount to establishing the scope of work and the relevant parameters, an approach that fosters the elements of adaptability could be considered ideal. All processes should be carried out in an integrated manner to enhance accuracy in tracking changes and trigger the best responses.

The table below, therefore, highlights the procedures that the PU may utilize to enhance the procedures to optimize the processes in project management.

Chart 13

Procedures table. (Source: T Ambrose-Versailles, 2022)

Initiation

Steps	Procedures	Responsible
1	Develop a Business Case/ Project Charter/ Project Proposal	PU / Group/ Organization
The corresponding documentation may be generated internally or externally. However, the final approval would come from the Permanent Secretary or the Minister of Tourism. The new initiatives and or recurrent projects documents should accompany the budget information for submission to the Finance Department. The prioritization documentation is submitted to ensure that the projects selected fit the mandate for the following year. External proposals are		

populated and submitted based on the requirements of the external donor or from a template utilized by the Ministry.		
2	Confirm the budget with the Finance Department	PU Supervisor
Correspondence is exchanged with the officers of the Finance Department who provide guidance on how to generate the documents. These documents would make up the general financial information of the Ministry to determine budget allocations from the Ministry of Finance. There are standardized forms disseminated by the Ministry of Finance that the PU must utilize to reflect the necessary information. These documents should be written and submitted by the Unit's supervisor. The information should also be verified by the Unit members before submission.		
3	Meetings with Upper Management	
This can be seen as the first iteration where, based on feedback, the PU would edit the drafts accordingly before getting the approval.		
3	Establish Project Lead	PU Supervisor
The supervisor of the Unit would be the Project Manager which, based on staff capabilities, would assign the project lead. The lead would be in charge of coordinating all activities and reporting directly to the Unit's supervisor. This would include ensuring that proper documents are populated and submitted to the right stakeholder in the most appropriate media and on time. The lead should correspond with the Project Manager to ensure that documents that require Upper Management signatures for approval are done and in a timely manner. This would include Project Charter, Project Proposal, Business Case, Minute Paper accompany budget documents and the like.		
4	Conduct Internal Kick-start Meeting	PU Supervisor / Project Lead
The meeting would be scheduled by the Project Manager or Lead to inform the Unit and / or other Unit Heads that their expertise would be required to assist with		

<p>the project. During the meeting, the members of staff would be further brought up to date on the project and their roles and responsibilities established. The meeting would serve to reestablish the parameters of the project to prioritize areas based on current information and to establish the next course of action. Action Items may be collected to track activities. Aspects of the Communication Management Plan may be established in this phase as well.</p>		
5	Conduct External Kick-start Meeting	PU Supervisor
<p>PU Supervisor or Lead informs the various ministries' Permanent Secretaries that an officer would be required to sit on the steering committee. Once the officers are confirmed, the next step is to proceed to schedule and conduct a meeting to provide the necessary information on the project. Roles and Responsibilities could be established in this meeting as well. A brainstorming session for possible stakeholders could be used to identify stakeholders. A Minute of Meeting could be used for reporting and tracking work progress.</p>		
6	Identify Stakeholder	Steering Committee
<p>The Steering Committee, based on assigned tasks would assist further in identifying the external stakeholders that would have an interest in and influence on the project. They too would be added to the Communication Management Plan. In the case of Community Tourism Outreach, the Steering Committee may host meetings with them to ascertain their level of interest and to influence community buy-in. In the case where the groups/ organizations contact the PU first, meetings are recommended to gather data on the interest and determine how the PU may provide technical and or financial assistance. Minutes of Meeting and Project Proposal may be utilized for record keeping, tracking project progress and planning future activities.</p>		
7	Establish an internal Review Meeting	PU Supervisor
<p>This process is continuous and is of two types. The Daily Review of Checklist to map activity progress and determine the next step. Risk Management may be</p>		

reviewed and updated. The progression planning may also be determined, and feedback is given to the relevant persons in Upper Management.

Planning

Steps	Procedures	Responsible
1	Scope Management	PU
<p>Effective Scope Management would aid the team to better manage time, labour and cost so that activities fit into the requirements of the project. The Project Management Plan should aid in preventing scope creep. It would outline roles and responsibilities, outline procedures for approval and project closure and give the team guidelines for the decision-making process. The Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in Minutes of Meeting that would be circulated accordingly.</p>		
2	Schedule Management	PU
<p>The Schedule Management Plan would be updated throughout the project life cycle. It outlines the resources that would carry out the work and the time frame for the work to be completed. The Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in the Minutes of Meeting that would be circulated accordingly.</p>		
3	Cost Management	PU
<p>The Cost Management Plan would be drafted to establish, maintain and track budgets and the associated expenses. This standardized document would be verified by the Finance Department. The document would reflect the relevant information to support government auditing. The Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in the Minutes of Meeting that would be circulated accordingly.</p>		

4	Schedule Management	PU
<p>The Schedule Management Plan should guide expectations by assisting the team to follow a logical sequence of activities. The Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in the Minutes of Meeting that would be circulated accordingly.</p>		
5	Quality Management	PU
<p>The Quality Management Plan would guide the team to ensure that the client's expectations are fulfilled. It would detail the activities that assist in measuring quality management. The Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in the Minutes of Meeting that would be circulated accordingly.</p>		
6	Resource Management	PU Supervisor
<p>The Resource Management Plan highlights how the resources would be acquired, allocated, monitored and controlled. It would clearly outline roles and responsibilities, the chain of command and provide morale for staff for a job well done. The Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in the Minutes of Meeting that would be circulated accordingly.</p>		
7	Communications Management	Steering Committee
<p>The Communication Management Plan would guide the team in determining to whom the information should be communicated, the media and fora. The stakeholder list would change according to influence and impact on the project hence, the Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in the Minutes of Meeting that would be circulated accordingly.</p>		
8	Risk Management	Steering Committee
<p>Elaborate on the types and risk classifications/ratings of any identified environmental and social risks and impacts and any corrective and or preventative</p>		

<p>measures to be undertaken. The Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in the Minutes of Meeting that would be circulated accordingly.</p>		
9	Procurement Management	PU
<p>The PU is governed by the Procurement and Contract Administration Act to guide all procurement processes. The Finance Department would guide the processes and the Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in the Minutes of Meeting that would be circulated accordingly.</p>		
10	Stakeholder Management	Steering Committee
<p>The Stakeholder Management Plan would assist the PU and, by extension, the Steering Committee in managing expectations and requirements. This would work in tandem with the Communication Management Plan to ensure that the right information is given to the right people. The Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in Minutes of Meeting that would be circulated accordingly.</p>		

Initiation

Steps	Procedures	Responsible
1	Establish Activities and Follow Through	Steering Committee
<p>The projects are expected to be executed in the specified days and according to the sequence of activities established and the requirements to get the job done. The working groups should ensure that these activities are carried out and track any changes that may occur. All changes must be logged and reported back to the Project Lead.</p>		
2	Schedule Meeting for follow-ups	PU

The information from the working groups would be discussed at the Steering Committee Meeting so that actions may be prioritized, adequate resources are disbursed, and the prerequisite changes are made.		
3	Update all accompanying documentation	PU
All updates to the relevant documentation would be done. Hence, the Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in the Minutes of Meeting.		

Control

Steps	Procedures	Responsible
1	Review of Project Progress	Steering Committee
The model for this phase would be based on the Theory of Change to facilitate a better understanding of why certain adjustments should be made. This is to help with the assessment of the effectiveness of the projects and how they compare to the expected results. In addition, it is to support the effective reporting process for accountability in all aspects of the project. The Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in the Minutes of Meeting that would be circulated accordingly.		

Close

Steps	Procedures	Responsible
1	Had Over Ceremony	Steering Committee
The Steering Committee would be responsible for organizing the ceremony. This would include sending out the correspondence to initiate the planning of the event. The vendors would also be contacted to provide the required services and ensure that the payment processes and procedures are followed. The Steering Committee would verify all information and ensure that roles and responsibilities		

are carried out on time and in a coordinated effort. The Committee should ensure that all requirements to fulfil the customer's expectations are met before handover. The meetings scheduled in this phase would be documented in the Minutes of Meeting that would be circulated accordingly.

2	Post-mortem Meeting	
<p>The meeting would be scheduled with the Steering Committee and any relevant stakeholders to communicate the lessons learnt. The Steering Committee would be involved in verifying the information provided by the PU. The meetings scheduled in this phase would be documented in the Minutes of Meeting that would be circulated accordingly.</p>		

Examples of templates the PU may utilize can be found in the Appendix. Some of the templates were elaborated by the Researcher and others were modified from Crystal Better Project Management free online templates, <https://crystal.consulting/free-resources>.

4.4. To ensure that the proposed methodology facilitates continued alignment of the Ministry of Tourism's pro-people, pro-planet strategic thrust

The need to enhance processes and procedures is to ensure there is proper customer engagement, employees are satisfied in their roles and responsibilities, there is minimal duplication of work, errors, waste in the use of resources, cost and removal of bottlenecks that would cause delays (Admin, 2021). The article further recommends that fulfilling these criteria would contribute to standardization which facilitate transparency in the execution of the processes, promote accountability among all those involved and improve productivity.

The vision of the MoT is for St. Kitts to be a quality tourism destination that is people-centred and economically and environmentally sustainable. Hence, the overall goal is to build destination awareness in the source markets by reducing the seasonality of the sector through the diversification of the tourism product. This would lead to spin-offs such as an increase in visitor arrivals and ultimately their spend. (GoSKN Tourism Sector Strategy & Action Plan, p.2)

The strategy of the MoT is that the actions taken must build off the GoSKN sustainability philosophy and develop a sector that encompasses the Blue, Green and Orange economies. Therefore, the overarching Pro-people, Pro-planet strategy was to strengthen existing initiatives that promoted socio-cultural, economic and environmental sustainability by investing in the human capital and public-private sector partnerships. (GoSKN Tourism Sector Strategy & Action Plan, p. 3) At the time these initiatives were being undertaken, the Government had actively sought to increase airlift and cruise arrivals to the destination in addition to increasing room stock.

The strategic focus was that development should be centred around:

Pro- People Approach

- People-centred development
- Meaningful participation of citizens in tourism development

- Creating partnerships among the public and private sectors as well as communities [Public, Private, Community Partnerships (PPCP)]
- Raising the level of national pride among Kittitians and
- Using culture and heritage as a crucial differentiating factor for competitiveness

Pro- Planet Approach

- Creating competitiveness that is no longer based solely on sun, sand and sea but on man-made attributes such as talent and technology
- Creating a culture of commitment towards environmental protection
- Proactively refining the policies and enforcement for environmental protection
- Adopting a holistic approach to environmental protection that touches all levels of society. (GoSKN Tourism Sector Strategy & Action Plan, pp 6-7)

The Strategic Management Plan is a document that the PU may utilize to ensure that all activities are aligned with the Ministry's strategies and that the Methodology would allow the team to perform as expected.

Sedmack (2018) opined that slower-paced organizations such as government ministries should review their strategies every few years. In the case of the PU, the plan would work in tandem with the Ministry's vision, help to develop a course of action and effectively communicate how to budget time, human capital, and finances. (getSmarter, 2022) In addition, with the implementation of a methodology, this integrated approach would assist the team in fulfilling the Ministry's objective.

The MoT has established its Mission and Vision statements as well as its objectives as outlined in the GoSKN St. Kitts Strategic Action 2014-2019. Although very useful to the team, it may be classified as a framework and lacks certain

readiness assessments that would catapult the Ministry to an enhanced future state. The Research therefore proposes that Balanced Scorecard may be used with the established policies and procedures. The Balance Scorecard would help to visualize the success criteria by mapping the information provided in a table similar to the example provided below. The table gives an example of how the user may populate the document.

Chart 14.

Balance Scorecard to aid in aligning activities with strategies

Vision	To be a quality tourism destination that is people-centred and economically and environmentally sustainable.			
Purpose	The main thrust of the various statements highlights the need for collaboration, capacity building, as well as to be a pro-planet and pro-people destination so that all citizens can enjoy an enhanced quality of life.			
Strategic Priorities	Brand Awareness	Product Diversification	Sustainable Development	
Strategic Results	Increased Airlift	Greater Community involvement in product development	Linking projects to the relevant Sustainable Development Goals	
Criteria	Goal	Measure	Target	Projects
Financial	-Budget optimization	<ul style="list-style-type: none"> • Operation cost 	<ul style="list-style-type: none"> • 5% Reduction in expenses 	<ul style="list-style-type: none"> • The Rails to Trails Project •
Customer	- Grow and diversify tourism product	<ul style="list-style-type: none"> • Customer satisfaction index 	<ul style="list-style-type: none"> • 85% 	
Learning/Growth	- Optimal product production	<ul style="list-style-type: none"> • Positive and Collaborative 	<ul style="list-style-type: none"> • 90% staff satisfaction rate 	

		work environment		
Internal	-Familiarizing staff in the use of the different templates	<ul style="list-style-type: none"> • Training Sessions 	<ul style="list-style-type: none"> • 2 sessions per qtr. 	

Note: the table was adopted from Intrafocus to show the information presented could be linked to the overall organization strategy

Intrafocus, (n.d.) What is the Balanced Scorecard? <https://www.intrafocus.com/balanced-scorecard/> .

The methodology would be established to enhance processes and procedures with the end goal of meeting the customer requirement. Therefore, the Strategic Grid therefore should put into perspective on whether the objectives are reaching the intended beneficiaries. Based on the results, this should allow for the PU to reevaluate its processes and procedures on their approach to the projects that are under its mandate.

Chart 16

Strategic Grid that establishes the beneficiaries of the intended strategy. (Source: T Ambrose-Versailles, 2022)

Activities	Measurable Target	Timeframe	Beneficiaries	Alignment with MoT Strategy
Host Community-Based Tourism Workshop	<ul style="list-style-type: none"> • 2 workshops per year 	Qtr. 2 and Qtr. 4	<ul style="list-style-type: none"> • Agro-processors • Artisans 	<ul style="list-style-type: none"> • Creating partnerships among the public and private sectors as well as communities

Continuous review of this strategic plan would provide an assurance that projects created continue to align with the Ministry's objective. It is also a yardstick to measure the Unit's performance with enhanced processes and procedures.

The PU could determine the time and frequency of review and improvement of the plan so that corrective measures are taken as often as required. The document would be shared with the appropriate stakeholders for input so that the decisions taken are done based on collective agreements.

The PU has other tools at its disposal, such as the Caribbean Climate Online Risk and Adaptation Tool (CCORAL) that allow the user to select the type of study they wish to implement. The options provided in the tool include Adaptation Options for Appraisal, Adaptation Options for Identification, Building Awareness, Case Studies, Data and / or Information Mapping, Decision-making Framework, Modelling tool, Monitoring and Evaluation, Policy or Strategy, Technical Guidance, Vulnerability Assessment and Context. The options may be tagged to the audience type that would include public, private and civil society and the sector in which the investigation would be done; in this case, the sector would be tourism. This online support system was designed to aid decision-makers to identify actions that minimize climate-related loss and take advantage of opportunities to build climate resilience. Figure 24 is an example of the CCORAL interface to access the toolkit.

Seeing that the GoSKN Tourism Sector Strategy & Action Plan 2014-2019 recognizes that climate changes pose a significant threat to the tourism plant, such a tool would continue to assist in identifying possible financial resources or other resources for climate change mitigation. This tool is utilized frequently within the Ministry, and the results often accompany the documentation submitted for Capital projects.

Figure 24

The CCORAL Tool interface (Source: Caribbean Community Climate Change Centre, n.d.)

CCORAL
Caribbean Climate Online Risk and Adaptation Tool
Delivering Climate Resilient Development

CCORAL TOOLBOX

Use the dashboard below to search for a tool to help you with climate risk management, or some part of the climate risk management process (e.g. vulnerability assessment, adaptation option appraisal). All tools have been handpicked for their relevance to the Caribbean.

Once you've decided which tool is right for you, download and start using it! Case study information is provided where available. Please share your experiences of using the tool by contacting site administrator, IT Support, at it-support AT caribbeanclimate.bz.

Note: Click on dropdown menus below to select your search options.

Tool type ([explanation](#)) **Target audience**

Select Some Options Select Some Options

Sector **Language**

Select Some Options All

Keyword Search ?

Number of tools available: [166]

Tools may become available through broadening your search. Useful supporting

CCORAL

- Map Page
- Welcome to CCORAL
- About CCORAL
- Screening exercise
- Understanding climate influence on decisions: non-experts
- Understanding climate influence on decisions: climate experts
- 'End to end' climate risk management processes
- The Toolbox**
- Making robust decisions in the face of climate uncertainty
- Glossary

RESOURCES

- Relevant CARICOM regional agencies



risk resilience

Note: The image was taken from Caribbean Climate Online Risk and Adaptation. Caribbean Community Climate Change Centre Tool (n.d.). <https://ccoral.caribbeanclimate.bz/toolbox>. Copyright 2013.

Likewise, the CBT Readiness Diagnostic template provided by the Caribbean Tourism Organization (CTO) would also enrich the assessment process by providing a frame of reference to assess the community's readiness for CBT projects by measuring its capacity and readiness for CBT development. The team evaluates development-related strengths and weaknesses in order to identify gaps and priority areas for planning and implementation. The tool was recently used in a project in 2021 where the MoT and a community group were successful in securing funds from the OECS Commission.

Figure 25

CBT Readiness Diagnostic Tool (Source: CTO: 2021)

	A	B	C	D	E	F	G	H
1	Compete Caribbean-Caribbean Tourism Organization							
2	Community-Based Tourism Readiness Diagnostic: Introduction							
3	Last Revision: September 22, 2020							
4								
5	Diagnostic tool:	Provides a frame of reference to assess the community's readiness for Community-Based Tourism (CBT) based on key success factors. Three sheets: 1) <i>Diagnostic Tool</i> to be completed by user. 2) <i>Diagnostic Framework</i> summarizes the seven (7) diagnostic categories and 59 factors. 3) <i>Scorecard Details</i> outlines diagnostic scoring system.						
6								
7	Purposes:	<ul style="list-style-type: none"> * Measure community capacity and readiness for CBT development by assessing development-related strengths and weaknesses. * Support planning and implementation of CBT development. * Identify gaps and priorities to include in a project plan and/or funding proposal. 						
8	Users:	<ul style="list-style-type: none"> * National Tourism Organizations (NTO's) * Business Development Organizations (BDOs) * Donor and development agencies * Community organisations 						
9								
10								
11	Scoring	<ul style="list-style-type: none"> * 2 points should be given if the community meets the criterion fully and there is little or no gap or need for improvement * 1 point should be given if the community partially meets the criterio but there is a gap or need for improvement * 0 points are given if the community does not meet the criterion at all 						
12								
13	Process:	Guidelines on how to optimize the value of this tool:						
14	Step 1	Organize a meeting with business and community leaders interested in CBT development.						
15	Step 2	Go through the list of Diagnostic Tool questions one-by-one to estimate the score for each criterion.						
16	Step 3	Capture comments that are useful to understand the score and what needs to be done to improve the score.						
17	Step 4	Based on the scores, identify the main gaps or areas needing improvement.						
18	Step 5	Prioritize the gaps / areas for improvement.						
19	Step 6	For each priority area for improvement, discuss the actions needed.						
20	Step 7	For each action, identify key actions needed and who can be responsible for addressing the action.						
21	Step 8	Identify other immediate next steps needed to support CBT tourism development.						
22	Step 9	Establish processes for moving forward on actions and reporting progress to goals.						
23	Step 10	Periodically revisit and update the diagnostic tool to monitor and evaluate progress, with the aim of continuous improvement.						
24								
25		© Compete Caribbean Partnership Facility						
26		Prepared by Small Planet Consulting Inc.						
27								
28								
		Instructions	Diagnostic tool	Diagnostic Framework	Scorecard Details	+		

Note: The image was taken from Caribbean Tourism Organization's CBT Community -Based Tourism Readiness Diagnostic Template. Version 2020

The proposed hybrid methodology should further allow for Pro-people, Pro-planet alignment by facilitating continued assessment of the Ministry's adherence to the Sustainable Development Goals (SDGs) during project implementation. The Voluntary National Review allows the PU and the Ministry by and large to access its projects and the degree to which they are fulfilling the SDGs. The results would assist policy and /or decision-makers to adjust accordingly by maintaining that the objectives established derive the appropriate call to action, the intended beneficiaries are identified, and their expectations are met based on the SDG identified. The review allows the user to list Lessons Learned and possible solutions. Hence, the PU may state further actions that could be taken to achieve the 2030 goals. The evaluation is completed once per quarter.

A continuous assessment such as this would assist the PU in determining the progress of its commitment based on the following criteria: -

- The SDG target has been met or likely to be met by 2030/ substantial progress
- Fair progress but acceleration is needed (enabling a policy or legal framework, allocate resources, implement initiative)
- Limited or no progress
- Moving away from the target/ target at risk of not being met by 2030/ strategic intervention needed urgently
- No trend data available/ insufficient data/ not applicable

Therefore, by highlighting these elements in the Strategic Management Plan within the framework of a hybrid PMM, it may be assumed that the PU should be able to maintain the alignment of its activities with the overarching Pro-people, Pro-planet Strategy.

4.5. To present a proposal to the Permanent Secretary of the Ministry of Tourism for approval.

The Researcher presented her findings and listed recommendations to support the use of the proposed hybrid methodology to the PS. In addition, the PS appears to understand the reason for the study and has not expressed any reservations of the methodology given. As a result, the PU has authorization to purchase the Open Projects software to track projects. In all actuality, it fits into the new social media marketing initiative the PS now requires to be rolled out. This initiative would require significant amounts of strategizing since it entails the posting of content on the various arms of the Minister's portfolio. The aim is to give a voice to the Ministry and build public awareness of its functions. The recommended schedule of January 2023 was agreed on. The Researcher is now preparing to introduce the templates and would be submitting the forecast to include the purchasing of the software. Training Sessions with the software would also be scheduled for January 2023 for the members of the Unit so that they may become familiar with the software to be used.

5 CONCLUSION

The PU came into being from a vision of diversifying the tourism product through sustainable socio-economic development. Through the years, it has functioned, adapting to environmental factors that led to successful project delivery. However, there were no manuals created to map the processes and procedures for project development in the way that was referenced in the 2017 *PMBOK® Guide*. What became evident as the study progressed, was that there are elements that support a hybrid system that encompasses aspects of both linear and agile methodologies. The Researcher, therefore, proposed that having a defined methodology that is based on an established framework would enhance processes and procedures for the implementation of projects.

- Documents were consulted that included Minutes of Meeting, proposals, Action Items, and concept notes to categorise the projects managed by the Unit. The review lasted from mid-September to October 2022. Whilst reviewing the documents, meetings were scheduled with Upper Management and the members of the Unit to inform them of the intention of the Researcher and what could be accomplished if a defined methodology was incorporated. The meetings with the Minister of Tourism the PS, the AS and PU members were delayed over the course of approximately six weeks due to the general elections that took place on August 5, 2022, which resulted in a change in government. During the intervals of reviewing the documents and attending the meetings, it was observed that the Unit manages three types of projects.
 - New Product Development- creating projects and diversifying the tourism product
 - Research – acquiring data to guide the decision-making processes
 - Service Development – capacity building among stakeholders and partners that would improve skillsets and build awareness

It was later deduced that the Unit would be expected to manage more Construction-type projects that fall more in the realm of Capital projects. Additionally, these projects, referred to as “Special Projects” would seek to support the rebranding efforts of the St. Kitts Tourism Authority. The information collected supported the development of the following deliverable and the findings were reported to the PS.

- The investigation was timely and provided support during the transition period that is still ongoing. However, it was suggested that the Unit needed to be more visible in its outreach which could be accomplished through its Community-Based Tourism initiatives. The SWOT and PEST analyses were done. The Unit’s strengths were in its ability to self-organize and be adept at being cross-functional, however, there is room for improvement. Inadequate resources and limited knowledge of project management as proposed by the *PMBOK® Guide (2017)* are a few constraints. In addition, the limitations of the government system may impede the Unit’s output, however, opportunities for the PMM may act as a buffer for the limitations. The general flow of PU as part of a government entity denotes that its system is linear, however, the sector in which it operates requires levels of flexibility to support its fluidity. A 3PM Score assessment was done to test its readiness and define the skills gap. The assessment reviewed fourteen areas. It was done individually and collectively for a holistic view of how well the Unit’s members operate unilaterally or as a team. From the assessment, the priority areas identified could assist the Researcher to formulate a plan of action to improve the Unit’s performance in the areas of Flexibility; Taking Initiative; Team Player; Cross-Functional; Methodological and being Responsible.

- There are certain procedures within the MoT that, due to its organizational structure, would require the rigidity of a linear approach, especially through inter-ministerial communication. However, the rollout of projects would require flexibility in the proposed methodological framework. The Researcher proposed five methodologies that could be applied to the PU. Proposed were Waterfall, Scrumban, Crystal, Critical Path, and Critical Chain Management. These were chosen based on certain characteristics that suited the dynamics of the PU. The methodologies supported proper reporting for knowledge retention; project management of multiple sizes that vary in complexity and facilitated better management of resources that could impact the quality of the output and time management. The procedures were established based on the five project management processes. Examples of possible templates were recommended and placed in the annex.
- The Ministry's overarching strategy is to have a pro-people, pro-planet approach to all initiatives that would guide sustainable growth in the Tourism Sectors and all the supporting sub-sectors that fall in the Blue, Green and Orange Economies. The proposed methodology should ensure employees are satisfied in their roles and responsibilities, reduce duplication of work, errors, waste in the use of resources, costs and remove bottlenecks that would cause delays (Admin, 2021). The Ministry's Vision is to position St. Kitts as a quality destination. Therefore, the methodology should support the alignment of this vision, processes and procedures that build brand awareness, reduce the seasonality of the sector and strengthen its human capital. As a result, the research has proposed the incorporation of a Strategic

Management Plan for an integrated approach to the application and enhancement of the processes and procedures.

- An overview was created outlining the project management processes, the procedures and possible templates that could be used in the PU. The cost of project management software that could be integrated into the operations of the Unit was also presented. It was outlined that the Unit is dynamic in the sense that it not only generates projects but is also expected to provide assistance externally and therefore, must be able to manage projects of various sizes and complexity. The limitations of its resources were also outlined hence optimization of its use by knowing what is required, where and when would be pivotal to the Unit's success. The overview recommended that the PMM would be an asset to the PU and the MoT by extension. It also stated that the study was limited to just the PU.

6 RECOMMENDATIONS

The following recommendations and the accompanying overview were directed to the Permanent Secretary of the Ministry of Tourism.

- Continuous assessment of the unit is recommended to establish any shifts in the needs assessment so that adjustments could be made. It should be done bi-annually to measure staff performance and in the fourth quarter of each year to ensure that projects are being considered and the Unit members are equipped with the proper tools and skillsets to carry out the mandate. This process will support the scheduling of training opportunities should they become necessary. As the mandate of the PU increases and it ventures into more Capital/ Construction type projects, having a standardize process, where best practices could be outlined through a defined methodology may prove to be paramount to the successful introduction and use of the proposed PMM.
- The report was done based on the data-gathering process and the organization maturity assessment, which revealed that there are certain priority areas that should be reviewed. Therefore, it is paramount that the position of Senior Tourism Project Officer is made permanent, and the Unit no longer has an Acting Supervisor as the figurehead. There should be a clear distinction between the Tourism Research Officer and the Senior Tourism Projects Officer, hence additional staff should be brought on board to fill each role. Additional staff would also be required if the Unit is to expand and have the desired impact and fulfil expectations when implementing projects. By way of staff performance, the following table outlines ways this could be done.

Skill	Current average score	Desired average score	Weighted %	Next steps
Cross-Functional	20	23	7%	More team-building sessions
Flexible	20.75	25	7%	Better scheduling of resources to ensure that they are used in the right capacity
Project Management	22.75	20	7%	Continue to encourage staff to capitalize on training opportunities when they present themselves
Networking	22.5	18	7%	No immediate action is needed at the moment as it has surpassed the baseline score established
Team Player	21	25	7%	No immediate action is required, as it is also understood that the Unit is small and may become overwhelmed with the workload. However, it is recommended that the Unit members be placed in positions where they continue to be motivated and the environment fosters a shared space that is free of discrimination
Takes Initiative	21.25	25	7%	Continue to utilize opportunities that would create a culture where members understand their roles and responsibilities, and they are given opportunities to be in leadership roles, facilitate training as required and ensure that the appropriate tools are present to

				support staff improvement in this area
Methodological	22.25	24	7%	Continuous monitoring to ensure that investment is made in the relevant hardware and or software that facilitates upskilling of staff
Social Media	22.25	18	7%	No immediate action is needed, however, the recommendation that all staff members are allowed access to the sites to support the dynamics of the PU and by and large, the MoT
Technological Knowledge	21.25	20	7%	Continue to lobby the relevant authorities about the importance of technology to staff performance and that they have the appropriate skills to utilize said performance.
Time Management	21.25	20	7%	To introduce a framework that monitors staff output, and enhances communication among PU members to encourage an improvement in the engagement process so that at all times members know their roles and responsibilities and are able to carry out duties efficiently and effectively

Active Listening	21	18	7%	No immediate action needed apart from continuous monitoring and feedback
Detail Oriented	22.75	20	7%	No immediate action needed apart from continuous monitoring and feedback
Responsible	23.75	24	8%	Organize more team building and / or coaching sessions for capacity building
Analysis and Report Writing	22.25	22	7%	Investing in the appropriate software that would facilitate analysis and reporting

- The methodology should allow for the application of Best Practices through standardized processes and procedures. The Ministry was presented with the option of using Open Projects as a viable software to manage activities. It is more cost-effective in comparison to Microsoft Project and is able to perform similar functions. In addition, it is important to follow through and enforce the proper procedures to project management no matter the size or complexity.
- A hybrid system is recommended with the utilization of Waterfall and Scrumban. Further, the Researcher has come to realize that the templates provided by the Crystal methodology may act as a base to tailor the Units templates to suit its own requirements. It is also recommended that the processes in the Critical Path and the Critical Chain Management be integrated into the processes to guide the decision-making processes. This would be especially useful during the prioritization process for project selection and also in the case of resource allocation when the Unit is limited in this aspect.
- Integrating tools from the Strategic Management Plan such as the Balance Scorecard or even the Strategic Grid may assist in ensuring alignment among

strategy, the proposed activities, expectations and outcomes. Further support for strategic alignment that should be incorporated and continuously used in the Strategic Management Plan are the Voluntary National Review Template, The CBT Readiness Diagnostic Template and the Caribbean Climate Online Risk and Adaptation Tools

- The Permanent Secretary reviewed the information presented and authorized the implementation of the methodology for the fiscal year 2023. The accompanying Minute Paper also stated that the Researcher would be available to further discuss the information at her convenience in addition to guiding the implementation process.

Other recommended templates that could be incorporated in the overall operations of the PU were also listed in the Annex

7 VALIDATION OF THE FGP IN THE FIELD OF REGENERATIVE AND SUSTAINABLE DEVELOPMENT

The Federation of St. Kitts and Nevis as part of an agreement with the United Nations (UN) partakes in an annual exercise that provides information in the form of a Voluntary National Review (VNR). The UN through its 2030 Agenda for Sustainable Development, encourages member states to conduct regular and inclusive reviews of progress at the national and sub-national levels that aim to emphasize ownership and commitment by each country to implement the Sustainable Development Goals (SDGs). The framework of this exercise allows countries to monitor and evaluate their progress in reference to adherence to the SDGs by facilitating avenues for information sharing that include success stories, challenges and lessons learned in its common thrust to accelerate the implementation of the 2030 Agenda. The VNR allows members to evaluate and strengthen policies and government institutions to engage stakeholders to partner and implement said SDGs to encourage national development.

With that being said, the MoT is cognizant of the fact that its projects must meet the criteria that the SDGs establish. Additionally, the operations of the MoT hinge on the guidelines of the GoSKN Tourism Sector Strategy & Action Plan 2014-2019. Hence, the PU, guided by the Tourism Strategy, has since its inception endeavoured to align its initiatives to meet with the MoT's overarching strategy proposal of a "Pro-people and Pro-planet approach (p. 16) that works in tandem with the SDGs. The FGP may propose that the document be consulted at various intervals throughout the year to ensure that the projects support the SDGs they advocate.

Thus, the purpose of the study is to propose a PMM that enhances the processes and procedures that would enable the PU to fulfill its mandate; one of which is to assist in decentralizing the tourism product where the focus is on the sustainable development of CBT-type projects, especially if the unit is to work

collaboratively and in a coordinated way with the rest of the units and departments under the ministry's umbrella or externally with other entities.

Secondly, the PU was recently provided with a CBT Readiness Diagnostic template that was provided by the Caribbean Tourism Organization (CTO). The tool provides a frame of reference to assess the community's readiness for CBT projects and to measure community capacity and readiness for CBT development by assessing development-related strengths and weaknesses. The tool should aid the user in supporting the planning and implementation of CBT development and also identify gaps and priorities to include in a project plan and/or funding proposal. Similarly, the Caribbean Climate Online Risk and Adaptation Tool (CCORAL) is also applied to project management. The PU would incorporate more of the tool into its operations to better guide decision-making and planning when tackling issues of climate change and its impact on the sector. The tool was developed by the Caribbean Community Climate Change Centre (CCCCC) to increase climate resilience to the Caribbean region.

The FGP would recommend that the tools be utilized on all projects that fall under the CBT category and, if applicable, to modify the template so that it is country-specific and facilitates the general application of all projects. In addition, that CCORAL Tool is regularly consulted when planning projects. The FGP may also recommend that PU stay connected with CTO and CCCCC so that it may have access to the latest versions of the tool kits as they become available if no modification of the tool is supported.

The FGP is inclined to adapt to the concept of Regenerative Development (RD) in the realm of quality management in its efforts to fulfill the long-term goals of the ministry. RD in its application to tourism also means making something better than it was. It is an all-societal approach that requires a holistic view for not just finding solutions to the problem, but to incorporating risk mitigation through preventative measures (Beam Inc Consult, 2022). Streamlining or creating standards in the form of templates, processes, procedures and the like could aid the

PU to continuing to improve the areas for implementation of its projects. Plaut and Amedee (2018) further proposed that there must be a purpose - to design and facilitate transformative processes that connect to the unique essence of a living system in a way that inspires ongoing learning, caring, and conscious action toward system actualization. The PU as it stands has limited resources with no defined methodology as proposed by the *PMBOK®* Guide (2017) and therefore proposes to analyze the current situation, introduce a methodology that supports the strategies of the ministry allowing the PU through enhanced processes and procedures to operate in a system that is better than what presently exist.

The FGP aims to recommend and garner support from the decision-makers to support a possible shift in the organizational culture where the unit is guided in the processes to accept change and adapts to the recommendations of the FGP so that by the end of the five years there are measurable changes.

Based on the dynamics of the ministry and the industry it serves, RD applied to the tourism industry would also support tailoring by influencing policy changes if required by decision-makers to again enhance the processes and procedures that generate effective and efficient engagement and continuous improvement.

The Researcher believes that the FGP would keep the lines of communication open, so that the PU and the MoT at large would not lose the “Voice of the Customer”. The proposal aims to recognize key innovative points, developing potential on the discovered contextual understandings so that whatever product or service is produced, it is based on the requirements generated through collaborative efforts (Bhasin,2020). Employees of the MoT along with its stakeholders and partners would continue to operate with an increased understanding that everyone is needed so that everyone wins. This is paramount to the MoT as the product or service offers should remain customer-focused, offer variety and authenticity and continually seek to improve upon said product and service if the destination is to remain competitive and front of mind.

Plaut and Amedee (2018) mentioned that RD recognizes uniqueness, and the value-adding potential of a place or organization and / or ecosystem. In addition, the GoSKN Tourism Sector Strategy & Action Plan 2014-2019 also mentions that the unique selling points of the destination spurred support for the establishment of the “Pro-people, Pro-planet” approach to strategy (p. 16). Like Plaut and Amedee, (2018) the Tourism Strategy supports self-actualization by developing capacity and capability-building through training and the transfer of knowledge that may provide provision for the continued support and acceptance of responsibilities in the roles played and by being able to shift through the clutter and recognize what is needed for evolution, growth and fulfilling potentials. The PU has a mandate to provide innovative projects and to engage in collaborative and coordinated actions. Thus, the FGP objective is to propose a methodology that works with the ministry’s strategy so that there is a continuous improvement as the PU conducts its mandate.

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9 APPENDICES

Appendix 1: FGP Charter

CHARTER OF THE PROPOSED FINAL GRADUATION PROJECT (FGP)

1. Student name

Therez Anique Ambrose-Versailles

2. FGP name

To propose a Project Management Methodology (PMM) for the Ministry of Tourism's (MoT's) Projects Unit (PU) for effective and efficient implementation of projects

3. Application Area (Sector or activity)

Tourism

4. Student signature

Therez Versailles

5. Name of the Graduation Seminar facilitator

Carlos Brenes Mena

6. Signature of the facilitator

7. Date of charter approval

31 July 2022

8. Project start and finish date

September 2022

February 2023

9. Research question

What Project Management Methodology (PMM) could be utilized to enhance the procedures and processes of the Projects Unit (PU) to facilitate effective and efficient project implementation?

10. Research hypothesis

Effective and efficient management of the Ministry of Tourism's (MoT's) Projects Unit (PU) is possible through the establishment of a Project Management Methodology (PMM) that enhances procedures and processes for project implementation.

11. General objective

To propose a Project Management Methodology (PMM) for the Projects Unit (PU) of the St. Kitts Ministry of Tourism (MoT) that could be implemented in the fiscal year 2023 which would aid in enhancing the processes and procedures utilized for effective and efficient implantation and execution of projects over the next five (5) years.

12. Specific objectives

Specific objectives

1. To conduct an assessment of the Projects Unit to gather strengths and weaknesses in current project management practices.
2. To develop a report that documents the findings from the assessment.
3. To define a methodology that enhances the efficiency and effectiveness of processes and procedures for project implementation.
4. To ensure that the proposed methodology facilitates continued alignment of the Ministry of Tourism's pro-people, pro-planet strategic thrust.
5. To present a proposal to the Permanent Secretary of the Ministry of Tourism for approval.

13. FGP purpose or justification

The Government of St. Kitts and Nevis (GoSKN) and by extension the Ministry of Tourism (MoT) aim to create a tourism product that is centred around the development of its human capital while being economically and environmentally sustainable. (GoSKN Tourism Sector Strategy & Action Plan, page 5).

The unit's principal mandate is to support national development by creating and supporting projects that encourage the development of Community-Based Tourism (CBT) initiatives among Public Sector, Private Sector and Community Partnerships (PPCP) through Information and knowledge sharing that facilitates a wider cross-section of stakeholder participation and engagement. (GoSKN Tourism Sector Strategy & Action Plan, pages 27-33). It is the belief that true development is possible through capacity building of the people whilst conserving the environment to achieve true sustainable profit. (GoSKN Tourism Sector Strategy & Action Plan, page 16).

At present the Projects Unit does not have a defined methodological framework as proposed by the *PMBOK®* Guide (2017) that guides the processes and procedures for project implementation. As a public entity document submission is governed by the requirements of the requesting department/ organization. Similarly, there are no standard templates for submission of reports or for tracking projects to measure progress apart from Minutes of Meeting, or the standard format for Memorandums or a Minute Paper that accompanies correspondence. The PU has since 2021 been preparing itself to venture into managing capital projects which are classified as projects that must have a start and end date and may include a minimum investment of XCD one hundred thousand dollars in addition, the project must have infrastructural and or superstructural elements that facilitate socio-economic development. Therefore, establishing such a framework would promote delivery of quality results within defined constraints. The benefit of such a framework as proposed by Siles, R (n.d.) describes it as helping a projects team by establishing a set of standards to initiate and manage projects through defined guidelines, definitions and templates to guide activities for successful delivery. Such a proposal if approved for the 2023 fiscal year would allow the unit to continuously improve on its foundation of providing quality service and optimize its resources by increasing its capacity to deliver projects that have more impact on a federal level.

14. Work Breakdown Structure (WBS). In table form, describing the main deliverable as well as secondary, products or services to be created by the FGP.

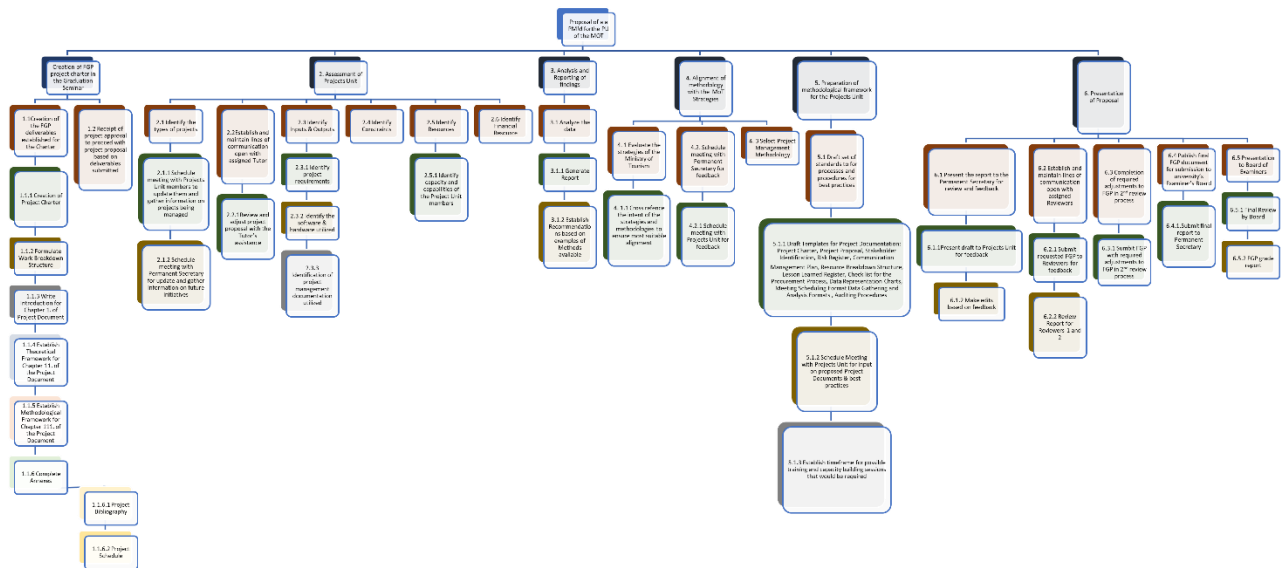
Work Breakdown Structure for the proposal of Projects Management Methodology for the Projects Unit of the Ministry of Tourism

1. Creation of Final Graduation Project Charter (FGP) in the Graduation Seminar
 - 1.1 Creation of the FGP deliverables
 - 1.1.1 Creation of Project Charter
 - 1.1.2 Formulate Work Breakdown Structure
 - 1.1.3 Write Introduction for Chapter 1. of Project Document
 - 1.1.4 Establish Theoretical Framework for Chapter 11. of the Project Document
 - 1.1.5 Establish Methodological Framework for Chapter 111. of the Project Document
 - 1.1.6 Complete Annexes
 - 1.1.6.1 Project Bibliography
 - 1.1.6.2 Project Schedule
 - 1.1.7 Complete deliverables with recommended changes
 - 1.2 Receipt of project approval to proceed with project proposal based on deliverables submitted
2. Assessment of Project Unit
 - 2.1 Identify the types of projects
 - 2.1.1 Schedule meeting with Projects Unit members to update them and gather information of projects being managed
 - 2.1.2 Schedule meeting with Permanent Secretary for update and gather information on future initiatives
 - 2.2 Establish and maintain lines of communication open with assigned Tutor
 - 2.2.1 Review and adjust project proposal with the Tutor's assistance
 - 2.3 Identify Inputs & Outputs
 - 2.3.1 Identify project requirements
 - 2.3.2 Identify the software & hardware utilized
 - 2.3.3 Identification of project management documentation utilized
 - 2.4 Identify Constraints
 - 2.5 Identify Resources
 - 2.5.1 Identify capacity and capabilities of the Project Unit members
 - 2.6 Identify Financial resources
3. Analysis and reporting of findings
 - 3.1 Analyze the data
 - 3.1.1 Generate Report
 - 3.1.2 Establish Recommendations based on examples of Methods available
4. Alignment of methodology with the Ministry of Tourism's Strategies
 - 4.1 Evaluate the strategies of the Ministry of Tourism
 - 4.1.1 Cross reference the intent of the strategies and methodologies to ensure most suitable alignment
 - 4.2. Schedule meeting with Permanent Secretary for feedback

- 4.2.1 Schedule meeting with Projects Unit for feedback
- 4.3 Select Project Management Methodology
- 5. Preparation of methodological framework of the Project Unit
 - 5.1 Draft set of standards to for processes and procedures for best practices
 - 5.1.1 Draft Templates for Project Documentation: Project Charter, Project Proposal, Stakeholder Identification, Risk Register, Communication Management Plan, Resource Breakdown Structure, Lesson Learned Register, Checklist for the Procurement Process, Data Representation Charts, Meeting Scheduling Format Data Gathering and Analysis Format, Auditing Procedures
 - 5.1.2 Schedule Meeting with Projects Unit for input on proposed Project Documents and best practices
 - 5.1.3 Establish a timeframe for possible training and capacity building sessions that would be required
- 6. Presentation of Proposal
 - 6.1 Present the report to the Permanent Secretary for review and feedback
 - 6.1.1 Present draft to Projects Unit for feedback
 - 6.1.2 Make edits based on feedback
 - 6.2 Establish and maintain lines of communication open with 2 assigned Reviewers
 - 6.2.1 Submit requested FGP to Reviewers for feedback
 - 6.2.2 Review Report for Reviewers 1 and 2
 - 6.3 Complete all Adjustment to FGP from Reviewers 1 and 2 Reports
 - 6.3.1 Submit FGP with required adjustments to FGP in 2nd review process
 - 6.4 Publish final FGP document for submission to university's Examiner's Board
 - 6.4 .1 Submit final report to Permanent Secretary
 - 6.5 Presentation to Board of Examiners
 - 6.5.1 Final Review by Board
 - 6.5.2 FGP grade report

Figure 26

Image of Work Breakdown Structure (WBS) table for the proposal of Projects Management Methodology for the Projects Unit of the Ministry of Tourism



Note: Adapted from the example presented in PowerPoint Presentation entitled Master in Project Management (MPM) Program: Graduation Seminar Preparation for the Final Graduation Project (FGP), slides 28-33.

Figure 27

link to Work Breakdown Structure



WBS%20Proposal%20for%20Project%20M

Note: The document is a direct link to the work breakdown structure that was elaborated by the researcher.

FGP budget

The following budget was formulated to support the research process of the FGP

Item description	Cost
Consultants	\$1500.00
Interviews	\$3420.00
Computer Programmer	\$150.00
Software License Fee	\$715.50
Fixed Equipment	\$100.00
Office Supplies Specific to Project	\$270.00
Communications	\$390.00
Questionnaire Forms	\$202.50
Report Materials and Supplies	\$250.00
Travel for Consultation	\$200.00
Space Rental for Consultations	\$100.00
Publication Cost	\$50.00
Purchase of Data/Periodicals/ Books	\$200.00
Interview sessions	\$500.00
Contingency @ 12 %	\$965.76
Management Reserve @ 5%	\$402.40
Total	\$9416.16 (XCD) \$3,487.47 (USD)

The estimated cost to formulate the Final Graduation Project (FGP) document is approximately XCD nine thousand four hundred and sixteen dollars and sixteen cents or equivalent, USD three thousand four hundred and eighty-seven dollars and forty-seven cents. This amount is expected to cover the creation of the FGP project charter and its accompanying investigation that should be completed in three (3) months.

Please note that the figures quoted above are in Eastern Caribbean Currency. The fixed Exchange rate according to the Eastern Caribbean Central Bank is USD one dollar is equivalent to XCD two dollars and seventy cents.

15. FGP planning and development assumptions

The following assumptions were established

- The Projects Unit (PU) requires a defined Project Management Methodology (PMM) to enhance its output for efficacy and efficiency in

the implementation of processes and procedures for project management.

- The cadre of methodologies available would aid in enhancing the processes and procedures of the PU for efficient and effective implementation of projects.
- The study would be accepted and validated by top decision-makers and be institutionalized as part of the function of the PU.
- The PU team would provide the necessary support to the study and accept the recommendations for implementation of the methodology
- The timeframe allotted of approximately three months would be adequate to identify an appropriate methodology and complete the study.
- An adequate methodology exists that would work in tandem with the present strategies of the MoT.
- The researcher would have access to the relevant information and resources that would aid in the investigation.

16.FGP constraints

Factors that may limit the researcher in conducting the study are highlighted in the following constraints below:

Time - The research may not initiate on the scheduled date of September 2022 due to the changes that may arise, brought on by the 2022 General Election of St. Kitts and Nevis (SKN) which took place on August 5, 2022

Scope – The vision of the Ministry of Tourism may change due to the mandate of the new governing administration, thus impacting the research process and result of the study. The study is limited to the duties of the PU and not on how the methodology may impact work to be carried out in conjunction with the other units of the MoT

Resource – A consultant may not be identified that could advise the researcher on certain requirement for implementing the selected methodology. A trainer may not be identified in time to extensively train persons in the selected methodology. Presently, the Researcher is acting as the supervisor of the PU, however, the general elections may result in the appointment of a new Senior Tourism Projects Officer who carries the title of Supervisor which may impede the research process.

Cost – The software to support the new methodology would be implemented on a government system which requires the approval of the National Information and Communication Technology (ICT) Centre for its procurement. The budget to

support the purchasing of material, equipment and payment of trainers may not be approved by the Ministry of Finance (MoF)

Quality – The methodology selected may not accommodate the future dynamics of the PU that encourages continuous improvement through enhancement of processes and procedures.

17.FGP development risks

The following risks were identified as possibly impacting the research.

- PU members may not prescribe to the proposal for the implementation of a defined methodology framework selected.
- PU members may resist utilizing the tailored project documents, templates and software if approval is given for implementation.
- The General Election may trigger changes in staff via transfers in the MoT, specifically in the PU which may delimit the study.
- The new administration may formulate new strategies for the MoT that may not be adequately supported by the methodology selected. This may not give the researcher time to make the required changes before submission date.
- Surges in cases of the Monkey pox in the destination's source markets may trigger restrictive COVID-19-like protocols domestically thereby limiting travel and hindering the data gathering process along with the timeframe of approximately three months to complete the investigation.
- Climate Change variability such as seasonal hurricanes may be severe enough to impede the data gathering process, delaying the deliverables development.

18.FGP main milestones

Deliverable	Finish estimated date
1.1 Creation FGP deliverables for charter	24 July 2022
1.2 Receipt of project approval to proceed with project proposal based on deliverables submitted	18 September
2.1 Identify the types of projects managed in the PU	19 - 24 September 2022
2.1.1 Schedule Meeting with PU staff for data gathering and information sharing	19-24 September 2022
2.12 Schedule Meeting with Permanent Secretary for data gathering and information sharing	19-24 September 2022

2.2 Establish and maintain communication with assigned Tutor	September 2022 to December 2022
2.3 Identify Inputs & Outputs	23 – 28 September 2022
2.5.1 Identify capacity and capabilities of the Project Unit members	16 - 24 September 2022
3.1 .2 Establish Recommendations based on examples of Methods available	25 - 30 September 2022
4. 1.1 Cross reference the intent of the strategies and methodologies to ensure most suitable alignment	3- 28 October 2022
4.2. Schedule meeting with Permanent Secretary for feedback	4 November 2022
4. 3 Select Project Management Methodology	10 November 2022
5.1 Draft set of standards to for processes and procedures for best practices	November 2022 to December 2022
5.1.1 Draft Templates for Project Documentation: Project Charter, Project Proposal, Stakeholder Identification, Risk Register, Communication Management Plan, Resource Breakdown Structure, Lesson Learned Register, Checklist for the Procurement Process, Data Representation Charts, Meeting Scheduling Format Data Gathering and Analysis Format, Auditing Procedures	November 2022 to December 2022
6.1 Present the report to the Permanent Secretary for review and feedback	30 November 2022
6.2 Establish and maintain lines of communication open with assigned Reviewers	November 2022 to January 2023
6.3 Completion of required adjustments to FGP in 2 nd review process	5 December 2022
6.4 Publish Final Report for Submission to University	19 December 2022
6.4.1 Submit final report to Permanent Secretary	20 December 2022
6.5 Presentation to Board of Examiners	6 January 2023
6.5.2 FGP Grade Report	2 February 2023

19. Theoretical framework

19.1 State of the “matter”

The sugar industry sustained the economy of St. Kitts and Nevis (SKN). However, in the 1950's the Federation as did many Caribbean countries started to experience an uptake in visitor arrivals thus piquing the interest of the government to start investing in the sector. As a result, numerous Acts were developed to enhance the sector. In 2005 the state-run sugary industry closed its doors and that made the Tourism Industry the main economic driver for the twin-island states. The Acts governing the sectors that were created from the 1950s were updated after 2005 and a few new ones were created. (GoSKN Law Commission, n.d., law Library Section)

The Ministry of Tourism has the mandate to provide service in the :

- Vision and Policy Direction
- Marketing and Promotion
- Investment Services
- Guidelines for Tourism Development in the Frigate Bay Area
- Management of Port Zante
- Building Relationships with the Cruise Lines
- Alternative Tourism Product for Ago-Tourism
- Advisory Body for Sustainable Tourism Development in St. Kitts

The Researcher in her investigation was unable to find a study that was similar to what is being proposed in the FGP. In a personal communication between the Research and former Projects Unit (PU) Supervisor, it was found that the St. Kitts Tour Strategy and Action Plan 2014 -2019 required the Ministry of Tourism (MoT) to embark on a journey to develop the tourism industry and in building the human capacity of the Ministry. (N. Morton, personal communication, August 13, 2022)

The strategy and action plan highlighted the requirements for development but did not highlight a specific methodology in getting the job done. Further into the communique with Ms. Morton, it was revealed that research and documentation along with Community Based Tourism (CBT) should form the basis of much of the work of the Ministry.

This focus encouraged the development of tourism activities in non-tradition tourist areas ensuring that people in rural as well as urban communities benefit from tourism, are empowered to become active participants in the tourism industry and earn decent livelihoods as a result of a broad-based, inclusive approach to tourism development. (N. Morton, personal communication, August 13, 2022)

With respect to research, the point was made that informed decisions could not be made about the industry without accurate data and analysis. The Ministry itself wanted to move beyond the figures and to engage in analysis, informed, sound decision-making and actions as the entity in charge of doing so was no table to keep up with the demand. Given the volume of work to be undertaken by the Ministry as a whole and to encourage collaborative and coordinated action for sustainable CBT development, it was determined that the new recruits should be a part of a unit charged with executing a number of innovative projects, thus the PU was created in 2015. (N. Morton, personal communication, August 13, 2022)

On a micro level the PU is a cross-functional unit where the projects and initiatives implemented and or executed are not always generated from within. Unit members would assist other units and departments of the ministry and, on occasion, assist external entities that require the unit's expert judgement and technical skills for support. Presently, the PU current consist of four (4) members as the Senior Tourism Projects Officer and unit Supervisor has retired. The PU also manages projects that encourage cross-sectorial linkages that support destination stewardship facilitated by public-private partnerships. The projects of interest foster community group engagement, having national pride, underscores the importance of food security and the aesthetic and ecological value of the surroundings.

Apart from workshops, other initiatives that are cross sectorial that further advances avenues for capacity building of the youths would be in the form of internships; tourism education and awareness programme that takes place in and out of a classroom setting and experiential tours of the tourism product. In essence, these projects are to communicate the importance of the human capital to the service sector and encourage continuous improvement. The PU also organizes a camp that encourages the youth to think sustainably, protect the environment and the benefit of food security.

Therefore, with such a mandate and limited human resources, the Researcher sought to establish a methodology that enhance output by optimizing the project management processes and procedures at her disposal that would enable effective and efficient implementation of projects.

19.2 Basic conceptual framework

List of the basic concepts to be included in the document.

- Definition of: -
 - Project Management
 - Project Life cycle
 - Project Management Process
 - Project Management Knowledge Areas

- Project Management Methodologies to consider
 - Lean Project Management
 - Scrum
 - Kanban
 - Scrumban
 - PRINCE2
 - PMBOK® Guide* by PMI
 - Six Sigma
 - Critical Path Project Management
 - Critical Chain Project Management
 - Waterfall
 - Extreme Management
- Organizational Maturity
- Organizational Change Management
- Rationale for the creation of the PU
- Mandate of the MoT

20. Methodological framework

Objective	Name of deliverable	Sources	Research method	Tools	Restrictions
To conduct an assessment of the Projects Unit to gather strengths and weaknesses on current project management practices.	1. To gather and document the appropriate data that provides the baseline information for a better understanding of the operations of the PU so that the specific needs and the gaps to bring about changes in the best practices can be identified	<p>1. Primary: Interviews – Top Management Staff; Government Publications - Tourism strategy documents, policy documents, Legal documents; Organization records - Memorandum s, Minute Papers, Minutes of Meetings; Focus Group Sessions - PU members</p> <p>2. Secondary: Reference books</p>	<p>1. Descriptive Research Method – situational analysis of data to identify needs and gaps as they present them selves</p> <p>2. Analytical Research Method – Compares current practices against the Project Management Institute and similar guides to develop recommendations to enhance best practices</p> <p>3. Empirical Research</p>	<ul style="list-style-type: none"> • Interviews • Schedule • Focus Groups • Observation • Secondary Research • Rating Scale • Stories of Change 	Limitation in locating the relevant stakeholders on time so that a comprehensive analysis can be done in the allotted time provided.

		(PMBOK® Guide, 2017 and other similar publications that provide guidance on project management and related methodologies)	Method – analysis of variables to determine success and failure rate in projects		
To develop a report that documents the findings from the assessment.	<p>1. To generate a report from the data so than an analysis can be done via:</p> <ul style="list-style-type: none"> • PEST (Political, Economic, Social and Technological) Analysis • SWOT (Strength, Weakness, Opportunities and Threat) Analysis <p>on the current environment,</p>	<p>1. Primary: Government publications (Tourism strategy documents, policy documents Legal documents) Organization records (Memorandum s, Minute Papers, Minutes of Meetings)</p>	<p>Applied Research – Formulate a report on the data generated that recommends practical solutions to enhance the processes and procedures of the PU.</p>	<ul style="list-style-type: none"> • Observation • Stories of Change • Reporting • Project Template • Rating Scale 	The timeframe allotted may not be adequate to produce a comprehensive report

	<p>practices, knowledge and skills. Therefore, through a summary report the recommendations may be given to aid in the selection of a PMM.</p>	<p>5. Secondary: Reference Books (PMBOK® Guide, 2017 and other similar publications that provide guidance on project management and related methodologies)</p>			
<p>To define a methodology that enhances the efficiency and effectiveness of processes and procedures for project implementation.</p>	<p>1. Based on the analysis of the data, the information would guide the selection process of a methodology for the PU.</p>	<p>1. Primary: Technical report (Guide to project management and related methodologies) Books (Guide to project management and related methodologie s)</p>	<p>Descriptive Research- List the characteristic of different methodologies and their application processes to aid in the selection process</p> <p>Analytical Research – To analyze the data</p>	<ul style="list-style-type: none"> • Secondary Research • Observation • Interview • Focus Group • Schedule • Stories of Change • Reporting • Rating Scale 	<p>The cost to acquire certain project management tools associated with managing information systems, materials, equipment or physical resources may not be approved.</p>

		<p>Videos (Guide to project management and related methodologies)</p> <p>Interviews (Top Management Staff)</p> <p>2. Secondary: Articles (that provide guidance on project management and related methodologies)</p>	<p>from the different methodologies to narrow down selection process</p> <p>Empirical Research - Determine a methodology based on the data presented and the dynamics of PU</p>		
<p>To ensure that the proposed methodology facilitates continued alignment of the Ministry of Tourism's pro-people, pro-planet strategic thrust</p>	<p>1. The analysis report should provide the Researcher with adequate information to help align the organizational strategies of the MoT with that of a PMM to ensure that there is</p>	<p>1. Primary: Interview (Top Management Staff) Government publications (Tourism strategy documents, policy documents)</p>	<p>Descriptive Research - to compare the characteristics of methodology and to that of the strategies listed in the St. Kitts Tourism Strategic and Action Plan 2014-2019</p>	<ul style="list-style-type: none"> • Secondary Research • Observation • Interview • Schedule • Reporting • Project Template • Stories of Change 	<p>The methodology selected and the time to pivot to select another methodology may not accommodate the future dynamics of the PU that would be to encourage continuous improvement through enhancement of processes and procedures</p>

	<p>enhancement of processes and procedures</p> <p>2. The design of possible template and forms that suit the dynamic of the public sector but would also enhance the PU output upon the implementation of the defined PMM.</p>	<p>Legal documents)</p> <p>Focus group sessions (PU members)</p> <p>2. Secondary: Reference books (<i>PMBOK® Guide</i>, 2017 and other similar publications that provide guidance on project management and related methodologies)</p> <p>Articles (that provide guidance on project management and related methodologies)</p>	<p>Analytical Research – Analyze the data to approve or disapprove selection</p> <p>Applied Research – To suggest how particular tools and techniques of the methodology or methodologies support the enhancement of the processes and procedures of the PU for implementation of projects.</p> <p>Empirical Research -To determine, and report based on the literature and the qualitative data collection</p>		
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			processes if the methodology fits into the future framework of the unit.		
To present proposal to the Permanent Secretary of the Ministry of Tourism for approval.	1. To produce a final document proposing a framework of a PMM for the PU that outlines a methodology that could apply.	1. Primary: Interview (Top Management Staff) Organizational records (Memorandums, Minutes Papers, Minutes of Meetings) Government publication (Tourism strategy documents, Legal documents) 2. Secondary: Articles (that provide guidance on project management and related	Applied Research – To generate a final report and present to PS Empirical Research – To encourage continued dialogue to note any feedback for improvement of the selected methodology or methodologies	<ul style="list-style-type: none"> • Reporting • Observation • Stories of Change • Project Template 	<p>Top decision-makers may ultimately not agree to the proposed methodology and or delay the implementation process brought on by a change the governing administration</p> <p>The study was delimited to the PU and may not reflect impact on the other units or departments.</p>

		methodologies)			
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21. Validation of the work in the field of the regenerative and sustainable development.

The Federation of St. Kitts and Nevis as part of an agreement with the United Nations (UN) partakes in an annual exercise that provides information in the form of a Voluntary National Review (VNR). Member states conduct regular and inclusive reviews of progress at the national and sub-national levels that aim to emphasize ownership and commitment by each country to implement the Sustainable Development Goals (SDGs). The framework of this exercise allows countries to monitor and evaluate their progress in reference to adherence to the SDGs implementation of the 2030 Agenda. The VNR allows members to evaluate and strengthen policies and government institutions to engage stakeholders to partner and implement said SDGs to encourage national development.

With that being said, the MoT is cognizant of the fact that its projects must meet the criteria that the SDGs establish. Additionally, the operations of the MoT hinges on the guide of the GoSKN Tourism Sector Strategy & Action Plan 2014-2019. Hence, the PU, guided by the Tourism Strategy, has since its inception endeavoured to align its initiatives to meet with the MoT overarching strategy proposal of a “Pro-people and Pro-Planet approach (p, 16) that works in tandem with the SDGs. The FGP may propose that the document is consulted at various intervals throughout the year to ensure that the projects support the SDGs they advocate.

A proposed PMM would enhance the processes and procedures that would enable the PU to fulfill its mandate to decentralize the tourism product where the focus is on the sustainable development of CBT-type projects, especially if the unit is to work collaboratively and in a coordinated way with the rest of the units and departments under the ministry’s umbrella or further afield.

The PU was recently provided with a CBT Readiness Diagnostic template that was provided by the Caribbean Tourism Organization (CTO). The tool provides a frame of reference to assess the community’s readiness for CBT projects to measure community capacity and readiness for CBT development by assessing development-related strengths and weaknesses. The FGP would recommend that the tool is utilized on all projects that that fall under the CBT category and if applicable to modify the template so that it is country specific and facilitates general application of all projects.

The FGP proports to adapt to the concept of Regenerative Development (RD) in the realm of quality management in its efforts to fulfill the long-term goals of the ministry. It is an all-societal approach that requires a holistic view for not just finding solutions to the problem, but to incorporate risk mitigation through preventative measures (Beam Inc Consult, 2022). Streamlining or creating standards in form of documentations process,

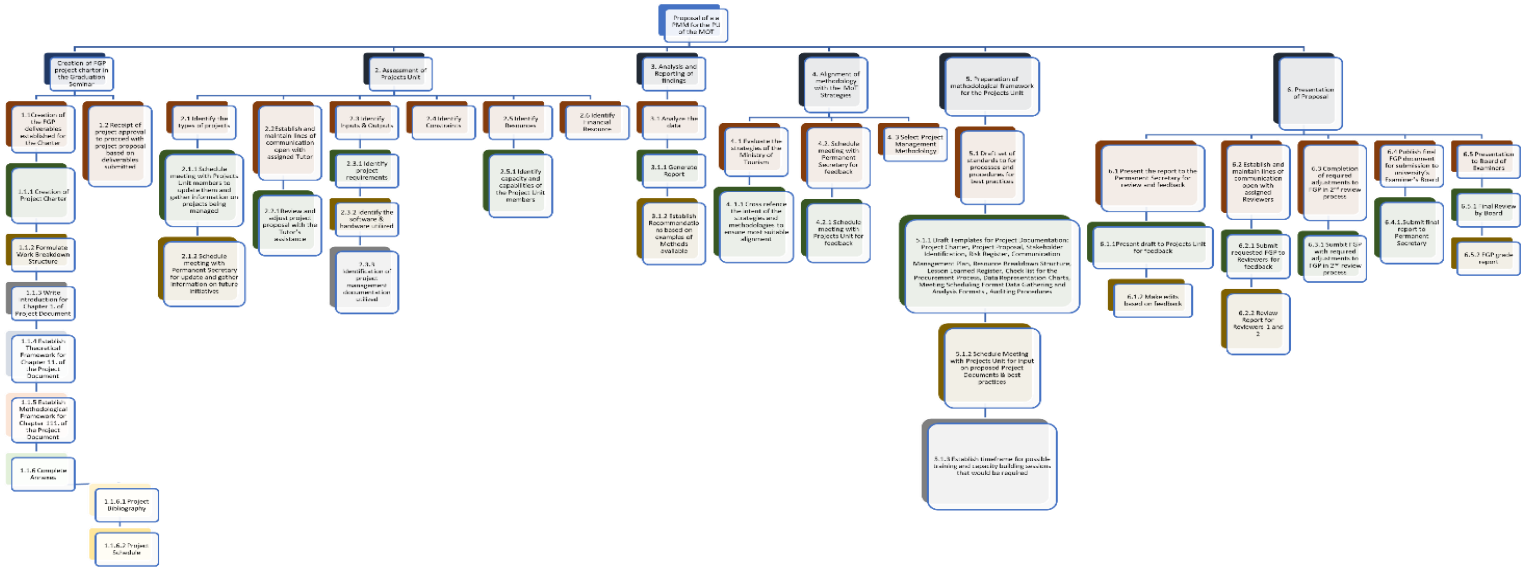
procedures and the like could aid the PU to continue to improve the areas of implementation of its projects. The PU as it stands have limited resources with no defined methodology and therefore proposes to analyze the current situation, introduce a methodology that supports the strategies of the ministry allowing the PU through enhanced process and procedures operate in a system that is better than what presently is.

The FGP aims to recommend and garner support from the decision-makers to support a possible shift in the organizational culture where the unit is guided in the processes to accept change and adapts to the recommendations of the FGP so that by the end of the five years (5 years) there are measurable changes.

The Researcher esteems that the FGP would communicate to the PU and the MoT at large to not lose the "Voice of the Customer". The proposal aims to recognize key innovative points, developing potential on the discovered contextual understandings so that whatever product or service is produced, it is based on the requirements generated through collaborative efforts (Bhasin, H. 2020).

Like Plaut, J.M and Amedee, E (2018) the Tourism Strategy supports self-actualization by developing capacity and capability building through training and transfer of knowledge that may provide provision for the continued support and acceptance of responsibilities in the roles played and being able to shift through the clutter recognize what is needed for evolution, growth and fulfilling potentials. Thus, the FGP objective is to propose a methodology that works with the ministry's strategy so that there is a continuous improvement when the PU carries out its mandate.

Appendix 2: FGP WBS

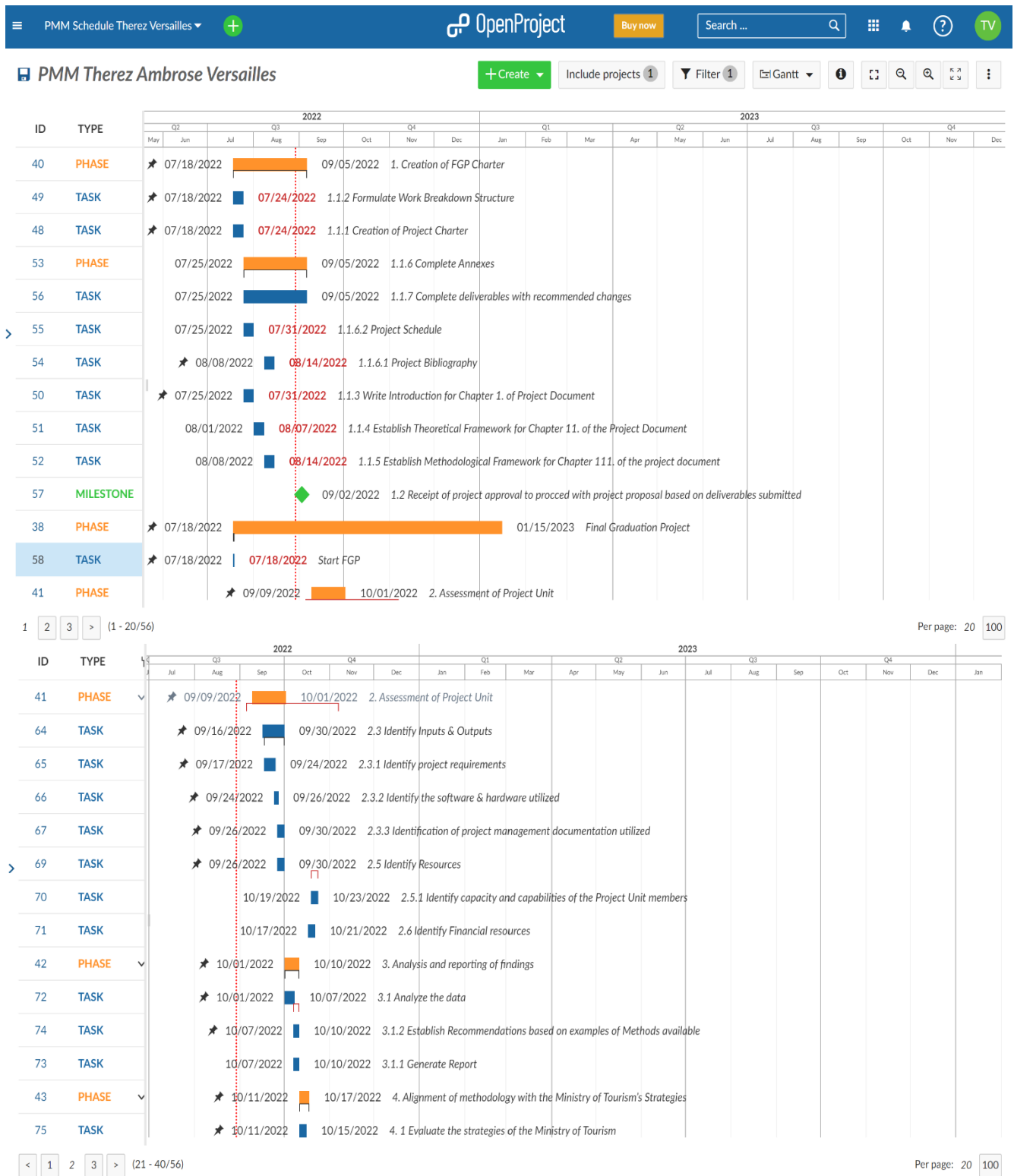


Appendix 3: FGP Schedule

id	Type	Subject	Status	Start date	Finish date	
58	Task	Start FGP	New	07/18/2022	07/18/2022	
49	Task	1.1.2 Formulate Work Breakdown Structure	New	07/18/2022	07/24/2022	
48	Task	1.1.1 Creation of Project Charter	New	07/18/2022	07/24/2022	
40	Phase	1. Creation of FGP Charter	In progress	07/18/2022		09/05/2022
38	Phase	Final Graduation Project	New	07/18/2022	01/15/2023	
56	Task	1.1.7 Complete deliverables with recommended changes	New	07/25/2022		09/05/2022
55	Task	1.1.6.2 Project Schedule	New	07/25/2022	07/31/2022	
53	Phase	1.1.6 Complete Annexes	New	07/25/2022		09/05/2022
50	Task	1.1.3 Write Introduction for Chapter 1. of Project Document	New	07/25/2022	07/31/2022	
51	Task	1.1.4 Establish Theoretical Framework for Chapter 11. of the Project Document	New		08/01/2022	08/07/2022
54	Task	1.1.6.1 Project Bibliography	New		08/08/2022	08/14/2022
52	Task	1.1.5 Establish Methodological Framework for Chapter 11. of the project document	New		08/08/2022	08/14/2022
57	Milestone	1.2 Receipt of project approval to proceed with project proposal based on deliverables submitted	New		09/02/2022	09/02/2022
63	Task	2.2.1 Review and adjust project proposal with the Tutor's assistance	New		09/05/2022	11/06/2022
62	Phase	2.2 Establish and maintain lines of communication open with assigned Tutor	New		09/05/2022	11/06/2022
59	Task	2.1 Identify the types of projects	New		09/05/2022	09/11/2022
41	Phase	2. Assessment of Project Unit	New		09/09/2022	10/01/2022
68	Task	2.4 Identify Constraints	New		09/11/2022	09/30/2022
60	Task	2.1.1 Schedule meeting with Projects Unit members to update them and gather information of projects being managed	New		09/12/2022	09/13/2022
61	Task	2.1.2 Schedule meeting with Permanent Secretary for update and gather information on future initiatives	New	09/13/2022	09/14/2022	
64	Task	2.3 Identify Inputs & Outputs	New	09/16/2022	09/30/2022	
80	Task	5.1 Draft set of standards to for processes and procedures for best practices	New	09/17/2022	09/29/2022	
65	Task	2.3.1 Identify project requirements	New	09/17/2022	09/24/2022	
66	Task	2.3.2 Identify the software & hardware utilized	New	09/24/2022	09/26/2022	
69	Task	2.5 Identify Resources	New	09/26/2022	09/30/2022	
67	Task	2.3.3 Identification of project management documentation utilized	New	09/26/2022	09/30/2022	
72	Task	3.1 Analyze the data	New		10/01/2022	10/07/2022
42	Phase	3. Analysis and reporting of findings	New		10/01/2022	10/10/2022
74	Task	3.1.2 Establish Recommendations based on examples of Methods available	New		10/07/2022	10/10/2022
73	Task	3.1.1 Generate Report	New		10/07/2022	10/10/2022
75	Task	4. 1 Evaluate the strategies of the Ministry of Tourism	New		10/11/2022	10/15/2022
43	Phase	4. Alignment of methodology with the Ministry of Tourism's Strategies	New		10/11/2022	10/17/2022
78	Task	4.2.1 Schedule meeting with Projects Unit for feedback	New	10/17/2022	10/17/2022	
77	Task	4.2. Schedule meeting with Permanent Secretary for feedback	New	10/17/2022	10/17/2022	
71	Task	2.6 Identify Financial resources	New	10/17/2022	10/21/2022	
44	Phase	5. Preparation of methodological framework of the Project	New	10/17/2022		11/10/2022
70	Task	2.5.1 Identify capacity and capabilities of the Project Unit members	New	10/19/2022	10/23/2022	
81	Task	5.1.1 Draft Templates for Project Documentation	New	10/30/2022		11/09/2022
83	Task	5.1.3 Establish timeframe for possible training and capacity building sessions that would be required	New		11/08/2022	11/11/2022
82	Task	5.1.2 Schedule Meeting with Projects Unit for input on proposed Project Documents and best practices	New		11/08/2022	11/11/2022
85	Task	6.1.1 Present draft to Projects Unit for feedback	New	11/14/2022	11/16/2022	
84	Task	6.1 Present the report to the Permanent Secretary for review and feedback	New	11/14/2022	11/16/2022	
45	Phase	6. Presentation of Proposal	New	11/14/2022	01/13/2023	
86	Task	6.1.2 Make edits based on feedback	New	11/16/2022	11/20/2022	
88	Milestone	6.2.1 Submit requested FGP to Reviewers for feedback	New	11/18/2022	11/18/2022	
87	Phase	6.2 Establish and maintain lines of communication open with 2 assigned Reviewers	New	11/21/2022		12/09/2022
90	Task	6.3 Complete all Adjustment to FGP from Reviewers 1 and 2 Reports	New	11/23/2022		12/06/2022
89	Phase	6.2.2 Review Report for Reviewers 1 and 2	New	11/28/2022		12/09/2022
91	Task	6.3.1 Submit FGP with required adjustments to FGP in 2nd review process	New	12/16/2022		01/06/2023
93	Milestone	6.4 .1 Submit final report to Permanent Secretary	New	12/20/2022		12/20/2022
92	Task	6.4 Publish final FGP document for submission to university's Examiners Board	New	12/20/2022		12/20/2022
95	Task	6.5.1 Final Review by Board	New		01/09/2023	01/10/2023
94	Task	6.5 Presentation to Board of Examiners	New		01/09/2023	01/13/2023
96	Task	6.5.2 FGP grade report	New		01/11/2023	01/13/2023

Note: The schedule was created using Open Projects and the information exported to a Microsoft Excel document.

Appendix 3.1: FGP Schedule



ID	TYPE	2022												2023							
		Q3			Q4			Q1			Q2			Q3			Q4				
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
45	PHASE				11/14/2022						01/13/2023			6. Presentation of Proposal							
85	TASK				11/14/2022				11/16/2022				6.1.1 Present draft to Projects Unit for feedback								
86	TASK				★ 11/16/2022				11/20/2022				6.1.2 Make edits based on feedback								
84	TASK				11/14/2022				11/16/2022				6.1 Present the report to the Permanent Secretary for review and feedback								
87	PHASE				★ 11/21/2022					12/09/2022			6.2 Establish and maintain lines of communication open with 2 assigned Reviewers								
88	MILESTONE								◆ 11/18/2022				6.2.1 Submit requested FGP to Reviewers for feedback								
89	PHASE							11/28/2022					12/09/2022	6.2.2 Review Report for Reviewers 1 and 2							
91	TASK							12/16/2022					01/06/2023	6.3.1 Submit FGP with required adjustments to FGP in 2nd review process							
90	TASK							11/23/2022					12/06/2022	6.3 Complete all Adjustment to FGP from Reviewers 1 and 2 Reports							
92	TASK							12/20/2022					12/20/2022	6.4 Publish final FGP document for submission to university's Examiner's Board							
93	MILESTONE												◆ 12/20/2022	6.4.1 Submit final report to Permanent Secretary							
94	TASK												01/09/2023					01/13/2023	6.5 Presentation to Board of Examiners		
95	TASK												01/09/2023					01/10/2023	6.5.1 Final Review by Board		
96	TASK												01/11/2023					01/13/2023	6.5.2 FGP grade report		

Note: The annex above is a visual representation of the schedule information as represented in the web browser cloud programme of Open Projects.

Appendix 4: Preliminary Bibliographical Research

The sources presented in the preliminary bibliographical research were selected to support the researcher's topic which is to investigate and propose a Project Management Methodology that would effectively and efficiently enhance processes and procedures to support project implementation.

ActiTIME. (2021, January). *What Are 5 Key Deliverables in Project Management?*
<https://www.actitime.com/project-management/deliverable-in-project-management>

Adobe Experience Cloud. (2022) *Project Scope Management*.
<https://www.workfront.com/project-management/knowledge-areas/scope-management>

APICS Supply Chain Council (2015). *Enhancing Project Management*.
http://www.apics.org/docs/default-source/shopapics/project-management-report.pdf?sfvrsn=52928df_4

This article helps to support the ideology that the Projects Unit is an asset to the Ministry of Tourism there measuring its capacity to adopt change would be beneficial to the proposal of utilizing a project management methodology.

Beam Inc Consult. (2022). *Regenerative tourism: moving beyond sustainable and responsible tourism*. [https://www.cbi.eu/market-information/tourism/regenerative-tourism#:~:text=%E2%80%9CRegenerative%20tourism%E2%80%9D%20is%20the%20idea,not%20causing%20any%20extra%20damage\)](https://www.cbi.eu/market-information/tourism/regenerative-tourism#:~:text=%E2%80%9CRegenerative%20tourism%E2%80%9D%20is%20the%20idea,not%20causing%20any%20extra%20damage))

Bhasin, H. (2020). *Critical To Quality (CTQ) Definition – Process and Benefits*
<https://www.marketing91.com/critical-to-quality-ctq/>

Biswas, A. (2022). *Good Governance: Definitions, 8 Characteristics, And Importance*. Good Governance: Definitions, 8 Characteristics, And Importance. (schoolofpoliticalscience.com)

Cavey, C. (2020). *How to Make Agile Better with Hybrid Project Management*.
<https://blog.hubstaff.com/hybrid-project-management/#:~:text=The%20goal%20of%20hybrid%20project,are%20popular%20among%20Agile%20teams>

Caribbean Community Climate Change Centre, (n.d.) *Caribbean Climate Online Risk and Adaptation Tool: Delivering Climate Resilient Development*. <https://ccoral.caribbeanclimate.bz/toolbox>

The article proposes the possibility of tailoring multiple methodologies that would optimize the Unit's output.

Coleman, A. (n.d.). *Why Everyone in the Workplace Needs Project Management Skills*. <https://www.liquidplanner.com/blog/why-everyone-in-the-workplace-needs-project-management-skills/>

Coleman's article supports the fact that the Ministry of Tourism is cross-functional and employees in the Projects Unit on varying degrees engages in aspects of Project Management.

Dow, B. (2021). *How to Run a Successful Project Management Office (PMO)*. <https://www.billdowpmp.com/how-to-run-a-project-management-office/>

The projects executed by the Projects Unit supports the Ministry of Tourism's overarching responsibility of ensuring that they fulfil the expectations of the customers, thus would require leadership that guides the processes and procedures. This is supported in Bow, B (2021) article.

Eastern Caribbean Central Bank (2022, August 3). *Daily Indicative Exchange Rates to the EC dollar*. eccb-centralbank.org

Essin, U. (2022) *Literature Review and Theoretical Framework: Lecture Note on Research Methodology (Book 3)*

Formplus Blog, (2022, July 17). *7 Data Collection Methods & Tools For Research*. <https://www.formpl.us/blog/data-collection-method>

Formplus Blog, (2022, July 27). *What is a Survey Rating Scale? + [Types & Question Examples]* <https://www.formpl.us/blog/rating-scale#:~:text=A%20rating%20scale%20is%20a,to%20a%20product%20or%20service.>

Girdler, A. (2021, January 20). *How to Manage Multiple Projects: [TIPS FOR PROJECT MANAGERS]*. [Video]. <https://www.youtube.com/watch?v=4niN--3eSmQ>

Government of St. Kitts and Nevis, Ministry of Tourism and International Trade. (2013). *St. Kitts Tourism Sector Strategy & Action Plan 2014 – 2019*. 117 pages

The Action Plan would support the research by acting as a base to guide the selection process of the methodology ensuring it supports the Ministry's strategies.

Government of St. Kitts and Nevis, (2017) St. Christopher and Nevis *Procurement and Contract (Administration Act). Revised Edition*. https://aglcskn.info/wp-content/documents/Act17TOC/Ch-23_36-Procurement-and-Contract-Admin-Act.pdf

Guell, 7. (2020). *Organizational Maturity*. <https://www.fguell.com/en/organizational-maturity/>

The Projects Unit manages multiple projects simultaneously therefore require efficiency in coordinating efforts. The video supports the need to utilize the tools available in projects management to fulfil this requirement.

Javed, A. (2022). *Methodological Framework definition/structure/examples*. <https://englopedia.com/methodological-framework-definition/>

LISBDNETWORK (2022). *Sources of Information*. <https://www.lisedunetwork.com/sources-of-information/>

MBK Knowledge Base. (n.d.). *Schedule as a Data Collection Technique in Research*. <https://www.mbaknol.com/research-methodology/schedule-as-a-data-collection-technique-in-research/#:~:text=Schedule%20is%20the%20tool%20or,for%20filling%20up%20the%20respondents.>

Ministry of Sustainable Development. (April 2006). *Adaptation Strategy in response to the New EU Sugar Regime 2006-2013*. <https://observatorioplanificacion.cepal.org/en/plans/adaptation-strategy-response-new-eu-sugar-regime-2006-2013-st-kitts-and-nevis>

The document was selected because it gave the rationale to the decline of the sugar industry that forms part of the baseline information for the FGP.

Plaut, J.M and Amedee, E (2018). *Becoming A Regenerative Practitioner: A Field Guide*. https://www.clearegeneration.org/wp-content/uploads/2020/11/Regenerative-Practitioner-Field-Guide_2018_7.26.pdf

Plewinski, P. (2014). *Design and implementation of a project management methodology: From ad hoc project environment to fully operative PMO in three years. Paper presented at PMI® Global Congress 2014—North America, Phoenix, AZ. Newtown Square, PA: Project Management Institute.* <https://www.pmi.org/learning/library/design-implementation-project-management-methodology-9280>

Plewinski's article supports the objective of the research when it highlights that the change process would indeed take time to implement.

Project Management Institute. (2017). *A guide to the Project Management Body of Knowledge (PMBOK® Guide)* (6th ed.). Project Management Institute. 976 pages.

The guide serves to provide possible tools, techniques and terminologies that may be utilized in the research.

Rangaiah, M. (2021). *Different Types of Research Methods*. <https://www.analyticssteps.com/blogs/different-types-research-methods>

Riordan, J. (2015). *My Practical Project Management Methodology: Simplifying the Complexity of Modern Project Management*.

SAVIOM. (2021). *The Art of Managing Resources Across Multiple Projects*. <https://www.saviom.com/blog/managing-resources-across-multiple-projects/>

The research would highlight that the Unit has limited Human Resource thus would require a framework that supports the optimization of uses of resources. The article therefore supports this view.

Scheiner, M. (2022). *Project Management Methodologies Comparison (11 PM Methods)*. <https://crm.org/news/project-management-methodologies>

Sharma, T. (2017) *Analytical Method*
<https://www.slideshare.net/DrTriptiSharma/analytical-method>

Sharpe, N (2020). *Office Tech Adaptations to Improve Project Management in the Workplace*. <https://fowmedia.com/office-tech-adaptations-to-improve-project-management-in-the-workplace/>

The article supports the use of technology to enhance output, an area the Researcher would analyse in the study.

Siles, R. (n.d.). *Benefits of a Project Management Methodology: Project Management for Development*. <https://www.pm4dev.com/pm4dev-blog/entry/benefits-of-a-project-management-methodology.html>

The article supports the justification of the project being researched and the benefits that may be derived from implementing a methodology.

Simister, N. (2017). *Case Studies and Stories of Change*. <https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Case-studies-and-stories-of-change.pdf>

Simplilearn. (2022 August 10). *What Is Data Collection: Methods, Types, Tools, and Techniques*. https://www.simplilearn.com/what-is-data-collection-article#data_collection_tools

Sultan, S. (2017) *Get Ready to Explore on Research Methods*. (2021 edition) England

Sundqvist, E & Backlund, F (2018) *Continuous improvement in project-based organizations? A management perspective*. <https://www.diva-portal.org/smash/get/diva2:1004133/FULLTEXT01.pdf>

The article highlights the importance of continuous improvement to facilitate changes that would enhance output. It also suggests possible prerequisites to support changes.

Teamhood, (n.d.). *Hybrid Project Management* <https://teamhood.com/project-management-resources/hybrid-project-management/#:~:text=Hybrid%20project%20management%20is%20a,is%20done%20the%20Agile%20way>.

Teamhood's article also supports the fact that due to the dynamics of the Unit there may be a need to incorporate multiple methodologies.

The Canadian Institute of Knowledge Development (2019, December 22). *Research Tools 1: Observation*. <https://icndbm.cikd.ca/research-tools-1-observation/#:~:text=Data%20collection%20or%20research%20tools,to%20answer%20a%20research%20question>

United Nations World Tourism Organization (UNWTO). (n.d.) *Product development*. <https://www.unwto.org/tourism-development-products/#:~:text=As%20defined%20by%20UNWTO%2C%20a,and%20creates%20an%20overall%20visitor>

United Nations World Tourism Organization (UNWTO). (n.d.). *Data, Intelligence and Trends* <https://www.unwto.org/archive/competitiveness-market-intelligence>

West, J. (2021). *Top 10 Project Management Methodologies: Overview*. <https://www.projectmanager.com/blog/project-management-methodology>

Whitaker, S. (2016, May 9). *How to Build a Project Management Methodology*. [Video]. <https://www.youtube.com/watch?v=SKJ8F8vAzzM>

The video outlines possible steps that may be taken by stating the process in establishing a methodology for Project Management. This supports the basis of the Researcher's study.

Wilson, F. (2020). *Project Management Plan: Purpose and Examples*. <https://www.ntaskmanager.com/blog/project-management-plan/>

Wrike. (2021, April 20). *Project Management Methodologies* [Video]
https://www.youtube.com/watch?v=8UJ_q0pwMDA

The video provides the Researcher with information on possible methodologies that may be utilized in the study.

Wrike. (n.d.). *What is Project Management Integration*.
<https://www.wrike.com/project-management-guide/faq/what-is-project-integration-management/>

Appendix 5: Other relevant information



5.1 Project Initiation Document

Project Name	Budget
Start Date	
End Date	

Define the Problem
Project Objective
Success Criteria
Indicators
Budget

Stakeholders	
Roles and Responsibilities	



5.2 Project Change Request

Project name:

The Rails to Trails Project

Requested by:

Date:

Request name:

Request number:

Change Description:

Change reason:

Impact of change:

- **Scope:**
- **Budget**
- **Timeline:**
- **Resourcing:**
- **Communications:**
- **Other: N/A**

Proposed action:

Associated cost:

N/A

Approved by:

Date:

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5.3 Project Management Methodology Checklist

Activity	Mandatory	Optional
Project selection, justification, and approval process <ul style="list-style-type: none"> Fits into pro-people, pro-planet strategy Fits into the Venture deeper campaign 		
Type of project <ul style="list-style-type: none"> New Initiative Recurrent Capital Project 		
Scope definition, management, and control <ul style="list-style-type: none"> Establish deliverables 		
Develop project proposal/ project charter <ul style="list-style-type: none"> Develop objectives, vision and goals 		
Project Governance <ul style="list-style-type: none"> Sole governance Partnership (Government / Non-government entity) 		
Financing <ul style="list-style-type: none"> Solely by the MoT External Donor Inter-ministerial funding 		
Project Prioritization <ul style="list-style-type: none"> Budgetary constraints 		
Stakeholder selection <ul style="list-style-type: none"> Who Meeting times/frequency/media/mode Requirements 		
Customer engagement <ul style="list-style-type: none"> Requirements Expectations 		
Resource Requirement definition, management and control <ul style="list-style-type: none"> Capacity 		

<ul style="list-style-type: none"> • Availability • Training 		
Work Breakdown Structure development and control <ul style="list-style-type: none"> • Develop work packages 		
Establish Roles and Responsibilities <ul style="list-style-type: none"> • Level of interest • Level of impact 		
Project Scheduling <ul style="list-style-type: none"> • Who • What • When 		
Monitoring Performance		
Managing changes <ul style="list-style-type: none"> • Who made the request? • Why was it made • Was it authorized 		
Risk assessment, management and control		
Process auditing procedure		
Quality control process		
Procurement and Awarding of Contracts <ul style="list-style-type: none"> • Government to Government • Government to Private entity • Vendor management 		
Deliverable acceptance procedures <ul style="list-style-type: none"> • Customer requirements 		
Documenting Lessons Learnt <ul style="list-style-type: none"> • Documenting and Reporting • Post-mortem review 		



5.4 Projects Unit Prioritization Matrix

Rank	Name of Project	Budget	Related to Venture Deeper Pillars	Strategic Value	Ease	Financial Benefit	Resource Impact	Overall Priority
4.2	XXXXXXXX	\$	5	5	5	5	1	High
4.2	XXXXXXXX	\$ 82,260.00	5	5	5	5	1	High
3.4	XXXXXXXX	\$ 119,096.25	5	5	4	2	1	Low
3	XXXXXXXX	\$ 71,703.90	5	4	3	2	1	Low
3.8	XXXXXXXX	\$ 20,325.00	5	5	3	4	2	High
4	XXXXXXXX	\$ 43,325.15	5	4	4	3	4	High
4	XXXXXXXX	\$ 18,580.00	5	4	4	2	5	High
3.6	XXXXXXXX	\$ 17,880.00	5	5	3	3	2	Medium
3.6	XXXXXXXX		5	3	3	2	5	Medium
	XXXXXXXX	\$ 258,008.58	5	5	1	4	1	Low

Key


Resource	Cost	People	Time	Equipment
Related to Venture Deeper Pillars	Strategic Value	Ease	Financial Benefit	Resource Impact
5: Yes	5: Highly Important	5: Very Easy	5: Highly likely	5: Low Impact
3: Somewhat Related	4: Important	4: Easy	4: Likely	4: Minimal Impact
1: No	3: Somewhat Important	3: Neutral	3: Somewhat likely	3: Some Impact
	2: Of Little Importance	2: Difficult	2: Unlikely	2: Considerable Impact
	1: Not important	1: Very Difficult	1: Highly unlikely	1: High Impact

5.5 Invoice supporting an enquiry into the PU adapting a Project Management Software into its daily activities





OpenProject GmbH
Krausenstr. 9
10117 Berlin
Germany

QUOTE

Quote 
Quote Date **Sep 15, 2022**
Amount **\$2,175.00 (USD)**
Expiry Date **15 Oct, 2022 23:59 CEST**

BILLED TO
Therez Ambrose Versailles
Pelican Mall
Basseterre, KN0101
United States

Subscription Details

Subscription ID 
No of billing cy 

DESCRIPTION	UNITS	AMOUNT (USD)
Enterprise Cloud - Basic - USD - 1-Year	25	\$2,175.00
<small>\$87.00 x 25 Units The Enterprise Cloud edition includes all premium Enterprise Features. Select the number of users you would like to use with the Enterprise Cloud edition (select 250 to use the unlimited plan). The Enterprise Cloud edition license is valid for 12 months and renews automatically (unless canceled prior to renewal). In addition to the premium Enterprise Features, the Enterprise Cloud edition also includes our Basic Support.</small>		
	Total	\$2,175.00

TAX DETAILS

This export transaction is exempt from VAT as per Article 146 of the EU VAT Directive.

NOTES

Thank you for requesting a quote. To accept the quote just click on the provided link in the email or contact sales@openproject.com.
The terms of service for the OpenProject Enterprise Cloud edition are available on <https://www.openproject.org/legal/terms-of-service/>.

OpenProject GmbH
Krausenstr. 9
10117 Berlin

Court of Berlin-Charlottenburg, HRB 117935
Managing Director: Niels Lindenthal
VAT #: DE 211309779

DB Privat- und Firmenkundenbank AG
IBAN: DE24 4607 0024 0431 5073 01
BIC/SWIFT-Code: DEUTDEDB460



5.6 Schedule to map events

Ministry of Tourism- Projects Unit

Cultural Performances

Date

Title: Tourism Fest 2022

Location: Samuel-Williams Sporting Complex

Date: 11/11/2022

Set the first Start time and the time allotted for each item in table below.

Ministry of Tourism- Projects
Unit CONFIDENTIAL

Start	End	Time	Item	Contact
4:45 PM	5:15 PM	0:30	Ek the Real Rights	xxx-xxxx
5:15 PM	5:30 PM	0:15	Masqueraders	xxx-xxxx
5:30 PM	5:45 PM	0:15	Actors	xxx-xxxx
5:45 PM	6:00 PM	0:15	Bull	xxx-xxxx
6:00 PM	6:20 PM	0:20	Okolo - Tegremantine Theatre	xxx-xxxx
6:20 PM	6:25 PM	0:05	Tatem - Poinciana Theatre	xxx-xxxx
6:25 PM	6:45 PM	0:20	Maypole - Zac	xxx-xxxx
6:25 PM	7:05 PM	0:40	Ek the Real Rights	xxx-xxxx
7:05 PM	8:04 PM	0:59	Steel Pan Orchestra - EBJ Harmonics Steel	xxx-xxxx
8:04 PM	8:49 PM	0:45	Fireman	xxx-xxxx
8:49 PM	9:34 PM	0:45	Ek the Real Rights	xxx-xxxx
9:34 PM	11:34 PM	2:00	Upset Squad	xxx-xxxx
Total		7:09		



5.8 Theory of Change Template

Element	Guiding Question	Explanation	Example
Problem Statement			
Context			
Desired end goal (Impact)			
Outcomes			
Outputs			
Activities			
Input			
Assumptions			
Risk			



5.9 Scope Management Plan

Project Name:

Project Management Plan

Date/...../.....

VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0					

Introduction

Purpose of Project Management Plan

Executive Summary of Project Charter Assumptions/Constraints

Scope Management Work Breakdown Structure

Deployment Plan

Change Control Management

Schedule/Time Management

Milestones

The table below lists the milestones for this project, along with their estimated completion timeframe.

Milestones	Estimated Completion Timeframe

Project Schedule

Dependencies

Cost/Budget Management

Quality Management

Human Resource Management

Communications Management

Communication Matrix

Stakeholder	Messages	Vehicles	Frequency	Communicators	Feedback Mechanisms

Management

Risk Log

Procurement Management

Compliance Related Planning

Appendix A: Project Management Plan Approval

- Document Approval

Role	Name	Signature	Date
Project Sponsor			
Project Review Group			
Project Manager			

Quality Manager <i>(if applicable)</i>			
Procurement Manager <i>(if applicable)</i>			
Communications Manager <i>(if applicable)</i>			
Project Office Manager <i>(if applicable)</i>			



5.10 Schedule Management Plan

Project Name:
Project Management Plan
Date/...../.....

Document Approval

Role	Name	Signature	Date
Project Sponsor			
Project Review Group			
Project Manager.			
Quality Manager <i>(if applicable)</i>			
Procurement Manager <i>(if applicable)</i>			
Communications Manager <i>(if applicable)</i>			
Project Office Manager <i>(if applicable)</i>			

VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0					

Introduction

Workflow Activities

Tools and Equipment

Roles and Responsibilities

Name	Role	Responsibility

Management Process

Schedule Development

Reporting Format



5.11 Cost Management Plan

Project Name:
 Project Management Plan
 Date/...../.....

Document Approval

Role	Name	Signature	Date
Project Sponsor			
Project Review Group			
Project Manager			
Quality Manager <i>(if applicable)</i>			
Procurement Manager <i>(if applicable)</i>			
Communications Manager <i>(if applicable)</i>			
Project Office Manager <i>(if applicable)</i>			

Project Name:
Prepared by:
Date:
Person(s) authorized to request cost changes (see Cost Change Request):
Person(s) to whom Cost Change Request forms must be submitted for approval:
Acceptable reasons for changes in Project Cost:

--

Describe how you will calculate and report on the projected impact of any cost changes:

Describe any other aspects of how changes to the Project Cost will be managed:



5.12 Quality Management Plan

Document Approval

Role	Name	Signature	Date
Project Sponsor			
Project Review Group			
Project Manager			
Quality Manager <i>(if applicable)</i>			
Procurement Manager <i>(if applicable)</i>			
Communications Manager <i>(if applicable)</i>			
Project Office Manager <i>(if applicable)</i>			

Project Name:
Prepared by:
Date:
Description of Project Quality System:
Describe in as much detail as needed specifically what will be required in each of the following areas to manage quality on this project:
Organizational structure
Roles and responsibilities

Procedures
Processes
Resources
Describe how each of the following aspects of quality management will be addressed on this project:
Quality control
Quality Assurance
Quality Improvement



5.13 Resource Management Plan

Project Name:
Project Management Plan
Date/...../.....

VERSION HISTORY

Version #	Issue Date	Changes			
1.0					

Document Approval

Role	Name	Signature	Date
Project Sponsor			
Project Review Group			
Project Manager			
Quality Manager <i>(if applicable)</i>			
Procurement Manager <i>(if applicable)</i>			
Communications Manager <i>(if applicable)</i>			
Project Office Manager <i>(if applicable)</i>			

Team Identification

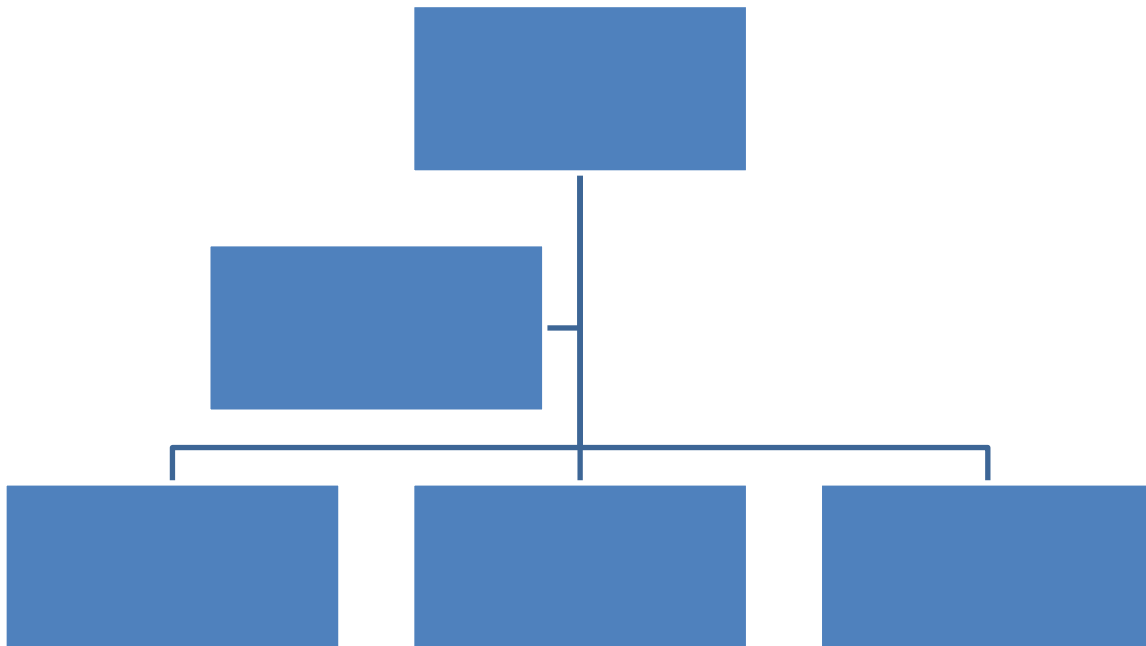
Name	Skills Required	Role

Team Acquisition

Role	Person or Team	Acquisition

Description of Team Management

Organization Chart



Roles and Responsibilities

Role	Authority	Responsibility	Qualifications	Competencies

--	--	--	--	--

Describe Training Requirements

Team Reward System

Team Capacity Building

Equipment / Material Identification

Code	Description	Spec.	Quantity	Supplier

Equipment / Material

Equipment / Material

Supporting Document



5.14 Stakeholder Management Plan

Project Name:
 Project Management Plan
 Date/...../.....

Revision History

Date	Version	Description	Author

Purpose

Identify Stakeholder

Group Name	# in Group	Description & Key attributes	Impact on Project	Impacted by Project	Current State	Desired State	Issues, Opportunities and Risks	Mitigation Strategies and Actions
		•						
		•						
		•						

Power Interest Table

High	Keep Satisfied	Manage Closely
Power	Monitor	Keep Informed
Low		
	Low	High
	Interest	

Stakeholder Interview Information

Plan Stakeholder Management

Stakeholder Engagement

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading

Management Stakeholder Engagement

Monitor Stakeholder Engagement

Stakeholder Plan Updates



5.15 Template for Formal Acceptance and Closure

Project Name:	
Prepared by:	
Date:	
Name of Client or Sponsor:	
Statement of Formal Acceptance:	
<p>The undersigned formally accept as complete the above-identified project, and do hereby state that this project, project phase, or major deliverable meets or exceeds agreed-upon performance standards for scope, quality, schedule, and cost, and state that we have seen documentation that all relevant legal and regulatory requirements have been met or exceeded.</p>	
Additional Remarks:	
Accepted by (name of client, sponsor, or other official)	Date
Accepted by (name of client, sponsor, or other official)	Date
Accepted by (name of client, sponsor, or other official)	Date
Signed form distributed to:	
Stakeholder name	Date
Stakeholder name	Date

Stakeholder name	Date



5.16 Risk Response

Project Name:
Prepared by:
Date:
Description of Risk Identified:
Person(s) Responsible:
Results from Risk Analysis:
Agreed Responses (avoidance, transference, mitigation, acceptance):
Response #1
Response #2
Response #3
Residual Risk Level:
Action Steps:
Budget & Time for Response:

Contingency/Fallback Plans:



5.17 Lesson Learnt

Project Name:							
Prepared by:							
Date:							
Lesson Learned Number:							
Lesson Learned Proposed Name:							
Project Team Role:							
Process Group: *	Initiating	Plannin	Executin	Controllin	Closing		
Specific Project Management Process Being Used:							
Specific Practice, Tool or Technique Being Used:							
What was the action undertaken?							
What was the result?							
What might have been a more preferred result:							
What might have created the more preferred result?							
What is the specific Lesson Learned?							
How could one identify a similar situation in the future?							
What behaviour is recommended for the future?							
Where and how can this knowledge be used later in this current project?							
Where and how can this knowledge be used in a future project?							
Who should be informed about this Lesson Learned: (check one)							
<input type="checkbox"/>	Executive(s)	<input type="checkbox"/>	Project	<input type="checkbox"/>	Project Team(s)	<input type="checkbox"/>	All Staff
<input type="checkbox"/>	Other:						
How should this Lesson Learned be disseminated? (check all that apply)							

	e-mail	Intranet/Web site	Tip Sheet/FAQ	Library
	Other:			
Have you attached reference(s), example(s) and/or additional			ye	no
Name(s) of attachment(s):				
1.				
2.				



5.18 Cost Management

Project Name:
Prepared by:
Date:
Person(s) authorized to request cost changes (see Cost Change Request):
Person(s) to whom Cost Change Request forms must be submitted for approval:
Acceptable reasons for changes in Project Cost:
Describe how you will calculate and report on the projected impact of any cost changes:
Describe any other aspects of how changes to the Project Cost will be managed:



5.19 Action Item Template

Action Items

XX/XX/XXXX

Officer	Activity	Date

5.20 Employee Absence Schedule

Employee Absence Schedule - Projects Unit

Absence Type Key		V	P	S	R	Custom 2	August																												Dates of Absence																												2022	
Employee Name		Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Total Days																															
Therez Ambrose-Versailles				V	V	V			V	V	V	V	V			V	V	V	V	V			V	V	V	V	V			V	V	V	21																															
																					S	S	S	S	S	S	S	S	S	S	S	13																																
Employee 3																																0																																
Employee 4																																0																																
Employee 5		V	V	V	V	V			V	V	V	V	V			V	V	V	V	V												16																																
August Total		1	1	2	2	2			2	2	2	2	2			2	2	2	2	2	3	1	1	3	2	2	2	2	1	1	2	50																																

5.21 Revision Dictum - Dr Ionie Liburd-Willette

CERTIFICATE OF REVIEW
for
Mrs. Therez Ambrose-Versailles

TO WHOM IT MAY CONCERN

Final Graduation Project: To Propose a Project Management Methodology (PMM) for the Ministry of Tourism's (MOT's) Projects Unit (PU) for Effective and Efficient Implementation and Execution of Projects

Overall Assessment

Mrs. Ambrose-Versailles has demonstrated a keen understanding of the demands of the Project and has succeeded in satisfactorily completing it.

She was able to adapt and create relevant Figures, Charts and Tables to explain and support her theoretical and methodological frameworks.

Mrs. Ambrose-Versailles was open to feedback and her Project has benefited from the advice.

The Project is one which her Ministry should applaud for its original and innovative nature. It is a Project which is fit-for-purpose.

I wish Mrs. Ambrose-Versailles continued success.

Comments

During the review process, several issues were shared and subsequently addressed. These included resolving two different font and font size items, typos, appropriate placement of Figures, Tables and Charts, formatting some items in the Bibliography, and correcting items in citations.

There were no great issues with spelling, punctuation and grammar.

Mrs. Ambrose-Versailles was able to adequately correct the main issue in the writing, which was several long, complex sentences.

LiburdWillette

Dr. Ionie V. LIBURD WILLETT, UWI Open Campus, St. Kitts),
Ed. D, MA, B. Ed. Cert. Ed.

December 12, 2022

Mailing Address: #10 Walwyn Ave.
Buckley's
P O Box 412
Basseterre, St. Kitts

Cellular: (869) 664 4089



THE UNIVERSITY OF THE WEST INDIES

Jonie Venetta Liburd Willett

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

**DOCTOR OF EDUCATION
EDUCATIONAL LEADERSHIP
(Higher Education)**

June 26, 2020

DATE

VICE-CHANCELLOR

UNIVERSITY REGISTRAR

5.22 Certificates – Carlene Henry-Morton



The University of Leeds

DEGREE OF MASTER OF ARTS

It is hereby certified that

Mary Carlene Morton

was admitted to the degree of Master of Arts

with Merit

on the 23rd of November 2005

having followed a programme of advanced study in

Teaching English to Speakers of Other Languages

VICE-CHANCELLOR

ACADEMIC REGISTRAR

2005/200168064



THE UNIVERSITY OF
THE WEST INDIES



Mary Carlene Morton

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

BACHELOR OF ARTS

with
First Class Honours



1 July 1996

DATE

Alric M. Jones

VICE-CHANCELLOR

Al Barnett-Solers

UNIVERSITY REGISTRAR



University of the West Indies


School of Education

This is to certify that CARLENE MORTON

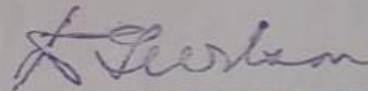
has successfully completed a 2 year course of teacher education

approved by the School of Education

at ST. KITTS-NEVIS Teachers' College



Principal



Dean, School of Education

JUNE 1987

Date



FEDERATION OF ST. CHRISTOPHER AND NEVIS
MINISTRY OF EDUCATION, HEALTH AND COMMUNITY AFFAIRS

TEACHERS' COLLEGE

This is to Certify That

CARLENE MORTON

*having successfully completed a course in Teacher
Training is recognized as a Trained Teacher
by the Ministry of Education.*

*Dated at Basseterre, St. Christopher this 7th day
of July 1987*

[Signature]
Chief Education Officer.

[Signature]
Principal.