UNIVERSIDAD PARA LA COOPERACIÓN INTERNACIONAL
(UCI)

The development of a Project Management Methodology for the Municipal
Government of Paramaribo-Southwest

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A lesson from a Mad Hatter

One of the first steps to accomplishing great things in your life is to cease dwelling on the negative things in your past. Carefully assess your present strengths, successes, and achievements. Dwell on those positive events in your life, and quit limiting your potential by constantly thinking about what you have done poorly.

I dedicate this thesis to all my family who have always offered unconditional support and stood beside me.

Hrishikesh Oemraw

ACKNOWLEDGMENTS

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ABBREVIATIONS AND ACRONYMS

Department of Administrative Services	AD
Community Based Organizations	CBO
County Council	CC
Citizen Information Center	CIC
Citizen Participation	CP
District Administrator	DA
District Board	DB
District Commissioner	DC
District Finance and Planning	DFP
Decentralization and Local Government Strengthening Program II	DLGP II
District Management Team	DMT
Environment and Health	EH
Earned Value Management	EVM
The GPM Guide to Sustainability in Project Management	GPM Global
Local Councils	LC
Legal Affairs	LD
Management of Jurisdictions	MJ
Non-governmental organization	NGO
Organizational Project Management	OPM
Organizational Project Management Maturity Model	OPM3®
A Guide to the Project Management Body of Knowledge	PMBOK® Guide
Projects In Controlled Environments, version 2	Prince2
Project Management Plan	PMP
Municipal Government of Paramaribo-Southwest	Southwest
Statement of Work	SOW
Southwest Project Management Methodology	SPMM
Surinamese Dollars	SRD
To Be Determined	TBD

Technical Department   TD

Wide Area Network   WAN

EXECUTIVE SUMMARY (ABSTRACT)

This document describes the development of a project management methodology for the Municipal government of Paramaribo Southwest. The focus is to improve project governance by adopting a project management methodology.

The bureau is constantly evolving because of ongoing decentralization by the central government, presenting new challenges to cope with. Increased responsibilities have increased the number of tasks, yet the allocated budget has remained the same. As these constraints presented itself, the bureau has decided to improve the institution's ability to adapt to changes by embracing a project management methodology.

The research was of an exploratory nature, at first trying to determine the extent to which project management was applied and afterwards how it could be improved by adopting a project management methodology. The general objective was to develop a Project Management Methodology for the Municipal Government of Paramaribo-Southwest to improve project performance through standardization.

This was realized by competing five specific objectives. The first was to assess the organizational needs concerning project management to establish the main components of the project management methodology. After this, a methodology for standardizing projects, based on the specific needs gathered, was proposed, followed by templates and techniques that were produced specifically for the institute. Next, a detailed description of the methodology was presented to ensure in-depth understanding of the methodology. In the end an implementation plan was developed to utilize the proposed methodology.

To achieve these objectives a qualitative research with two components was designed. Unstructured interviews were carried out to determine to which extend project management was employed and understood by the bureau. The interviews were also used to communicate the developed methodology to the appropriate stakeholders. Systematic reviews and research synthesis were used to select, to gather data such as existing templates, review and synthesize information, including literature, documentation and oral statements gathered.

The results obtained from unstructured interview indicated Southwest has an existing procedure to carry out projects but does not practice good project management practices as established by the Project Management Body of Knowledge. Lack of planning, communication, data keeping and knowledge of common project management practices were identified as shortcomings that needed to be addressed by the developed methodology.

Southwest Project Management Methodology was developed to address identified shortcomings, while accommodating the existing bureaucratic culture within the

organization, coercing central planning and promoting constant interaction between stakeholder and common project management practices.

To standardize project execution, eleven templates were developed. In order to ensure how the methodology works a comprehensive description was developed detailing the core ideas and how the proposed methodology works. This was followed up by an implementation plan containing requirements and details on how the methodology will gradually be implemented. Lastly, to demonstrate how the methodology will aid in managing projects of the department an example project was devised with a comprehensive scenario of a typical project.

To successfully implement SPMM it was recommended that the methodology receives top-down and bottom up support, since Southwest has the tendency to appoint new heads of departments at times.

Another important recommendation was for Southwest to organize trainings for its personnel to familiarize them with good project management practices.

In the end it was noted that SPMM and the developed templates do not remain a static document and that it should be updated from time to time to keep up with the needs of Southwest.

1   INTRODUCTION

1.1.   Background

The Municipal Government of Paramaribo-Southwest (Southwest) is an autonomous governing body within the government of Suriname, that provides services to the people living in its counties. Consequently, they have been conducting various projects to improve quality of life. Projects like the Zika Control Campaign and Cleaning of overgrown Cemeteries and Plots in Southwest, to name a few. Despite limitations and shortcomings Southwest has obtained substantial achievements for the region.

Currently, there is no project management methodology employed. However, Southwest is known for implementing changes especially if this will contribute to the overall efficiency of the department.

The importance of being able to independently oversee and conduct projects is especially emphasized in the Decentralization and Local Government Strengthening Program II (DLGP II) that was formally completed in December 2014 by the central government of Suriname (Suriname Herald, 2016).

DLGP II means that Southwest will (eventually) perform the following tasks (Ministry of Regional Development, 2016):

- Manage its own budgets and finance
  This includes maintaining an automated budget and finance administration, plan annual budget, plan and perform human resource training.

- Generate its own income

  It is intended that in time Southwest will collect certain taxes. The central government still needs to approve the District Tax Law. Once this the law has been passed, Southwest will audit taxpayer's records, adopt warrant measures, keep updated records, identify violations and apply penalties.

- Ensure citizen participation by means of marketing and awareness projects. Past projects such as the Zika and Chikungunya awareness projects are a few examples.

- Make its own district regulations, which it can enforce in its counties.

  Though any has not been developed yet, regulation such as collection of parking fees would fall within the restriction of Southwest. As of now, some of the tasks of central government that Southwest has taken over are testing and issuing of permits for events and selling of food and drinks.

- To some extent perform infrastructure and civil engineering works.

  Southwest has procured maintenance projects. Especially during certain events, the central government asks Southwest to perform road maintenance. Also Southwest has built a playground for kids in Pontbuiten.

Adopting a project management methodology is expected to contribute significantly to the established guidelines within the institution and commensurate with the fulfillment of their mission, vision and objectives.

1.2. Statement of the problem

Ongoing decentralization in Suriname has increased the duties and responsibilities of Southwest. As a result, Southwest not only needs to perform more with the same budget, it also has to conduct more projects. The economic situation (IMF

COMMUNICATIONS DEPARTMENT, 2016) has only worsened all as the depreciation of the Surinamese Dollar (Central Bank of Suriname, 2016) requires Southwest to improve management of projects in order to cope with them more efficiently.

After consulting with the District Commissioner, head of Southwest, it is concluded that even though Southwest has been conducting projects ever since its inception, it never developed or adopted any project management methodology. This has caused inconsistent planning, inadequate estimations, poor communication, ultimately causing project failure, while the bureau foresees an increased responsibility as decentralization progresses.

Seeking a solution to cope with prospective challenges because of decentralization, Southwest has decided to institute its own project management methodology. This will facilitate the bureau to:

- Quickly adapt to new challenges with minimum resources invested.
- Build a successful project management culture that will enable effective utilization of project management methodology.
- Standardize the project management approach, reducing the need to reinvent project management tools and techniques and to create a common frame of reference.
- Expand the skills of its labor force and increase their motivation and productivity.
- Reduce the risk of project failure.
- Successfully deliver projects within the time, budget, scope and quality constraints.
- Keep its stakeholders satisfied.

The focus of this study will be to develop a methodology for project management for Southwest.

1.3.   Purpose

The projects performed by Southwest are called policy support projects since they are derived from existing or newly developed policies by the central government or Southwest, and funded through government issued budget. They can be divided in civil engineering projects like design of building and maintenance of tertiary roads. However, due to lack of capacity these have been few and far between – a civil engineering project was only carried out on one occasion- and will not be considered when developing the methodology.

Another group of projects conducted by Southwest are administration projects, which can be initiated to ensure and educate the community of newly developed or existing laws and regulations as well as to obtain input for future policy development. These projects arise from requirements imposed by the central government and are generally targeted at ensuring standards, complaint investigation and maintaining quality of life.

The administrative projects of Southwest typically have a short time span (usually less than two months), have a small budget (less than SRD. 1000, =) and always involves participation of external stakeholders, that can range from a few persons to large communities affected by the project. Furthermore, the projects are carried out by a small group of government staff who must ensure that the projects are implementation and performed according to the established policies and procedures. The proposed methodology will be developed for these types of projects and target to incorporate centralized planning and bureaucratic paths that must followed to obtain approval. Furthermore, it will seek to maximize stakeholder communication and participation to minimize down the road changes and document all the steps of the project.

By adopting a project management methodology, Southwest seeks the purpose of utilizing it as a single methodology for managing project within the organization.

This will enable Southwest to perform projects more effectively and efficiently, within its time, budget and scope constraints, yet achieve the desired quality. It will also enable greater effectiveness in transfer of knowledge and implementation of projects through improvements in communication, and keeping historical records of lessons learned. Ultimately, allowing professionalization of the department and leading to project management maturity.

1.4. General objective

To develop a Project Management Methodology for the Municipal Government of Paramaribo-Southwest, in order to improve project performance through standardization.

1.5. Specific objectives

The specific objectives for this project are:

1. To assess the organizational needs with regards to project management to establish the main components of the project management methodology.

2. To propose a framework for standardizing projects based on the specific needs gathered.

3. To develop project templates and techniques to apply to the management of future projects.

4. To describe how the proposed methodology works to ensure in-depth understanding of the methodology.

5.   To create an implementation plan to utilize the proposed methodology.

2   THEORETICAL FRAMEWORK

2.1   Company/Enterprise framework

In many countries, the government is divided into layers, which are called governing levels (Ministry of Regional Development, 2016). This is also the case in Suriname, where the government is divided in Federal and Regional Government. Southwest is one of the 15 regional governments of Suriname.

2.1.1   Company/Enterprise background

Suriname comprises of 10 districts, namely:
1. Paramaribo
2. Wanica
3. Para
4. Sipaliwini
5. Commewijne
6. Brokopondo
7. Nickerie
8. Coronie
9. Marowijne
10. Saramacca

Eight of the 10 districts have one local government, which oversees daily activities within the district. Paramaribo is divided in 2 management areas, and Sipaliwini has five.

Paramaribo, which also serves as the capital of the country has been divided in two management areas by the federal government in 1985, namely Paramaribo-

Northeast and Paramaribo-Southwest (Suriname, 1985). The decision was based on the large amount of people living in the capital.

Southwest is responsible for seven of the 12 counties that lie within the capitol. With around 125.000 inhabitants, it comprises almost a quarter of the Surinamese population (Het Centraal Hoofdstembureau, 2010).

Southwest comprises of the following counties

1. Weg naar Zee
2. Tammenga
3. Flora
4. Welgelegen
5. Livorno
6. Latour
7. Pontbuiten

Figure 1 depicts a graphical representation of the counties of Southwest.
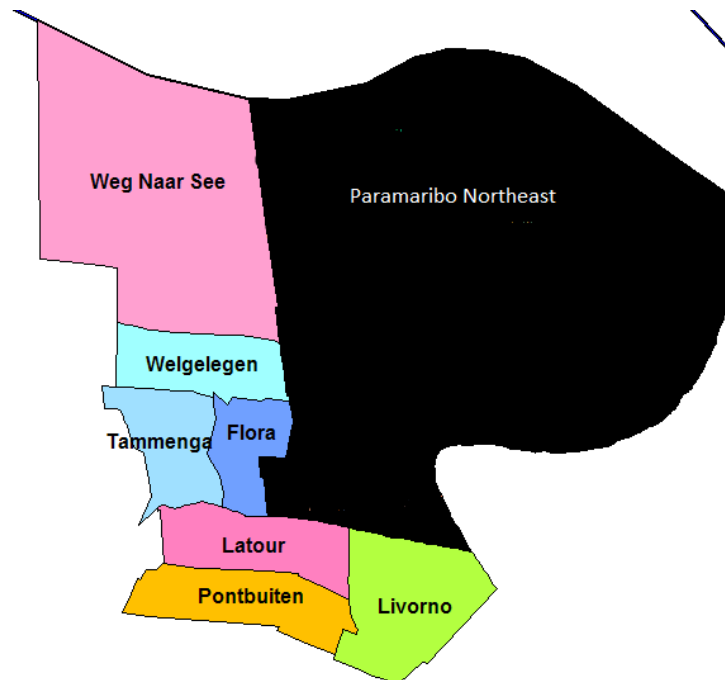
Figure 1 Counties of Paramaribo Southwest (Wikipedia, 2016)

2.1.2 Mission and vision statements

Currently, Southwest is developing its mission and vision statement. For now, the department uses the mission and vision statement of its parent body, Ministry of Regional Development (Kine, 2016).

Mission (Ministry of Regional Development, 2016)

The ministry will achieve desired goals by:
- Centrally supported Human Resource policies;
- Good partnership with other central government bodies, regional bodies, the traditional authority and other forms of government;
- Develop transparent communication, effective organizational structures and procedures;
- Adopt relevant legislation to promote sustainable prosperity in the districts.

Vision (Ministry of Regional Development, 2016)

The Ministry of Regional Development facilitates sustainable regional development in cooperation with local authorities and the traditional authorities based on legislation, policy development, task coordination and optimal citizen participation.

Adopting a project management methodology allows Southwest to improve their institutional components, effective allocation of their resources, encourage compliance by the organization and improve the communication, internally and externally. It will further improve and where lack of, introduce, components for sustainable execution of projects, ultimately leading to improved prosperity for Southwest.

2.1.3 Organizational structure

The current organization structure of Southwest is a result of the financial decentralization by the federal government. The structure, established in 2011, is depicted in Figure 2. It consists of the following positions/sections (Ministry of Regional Development, 2011):
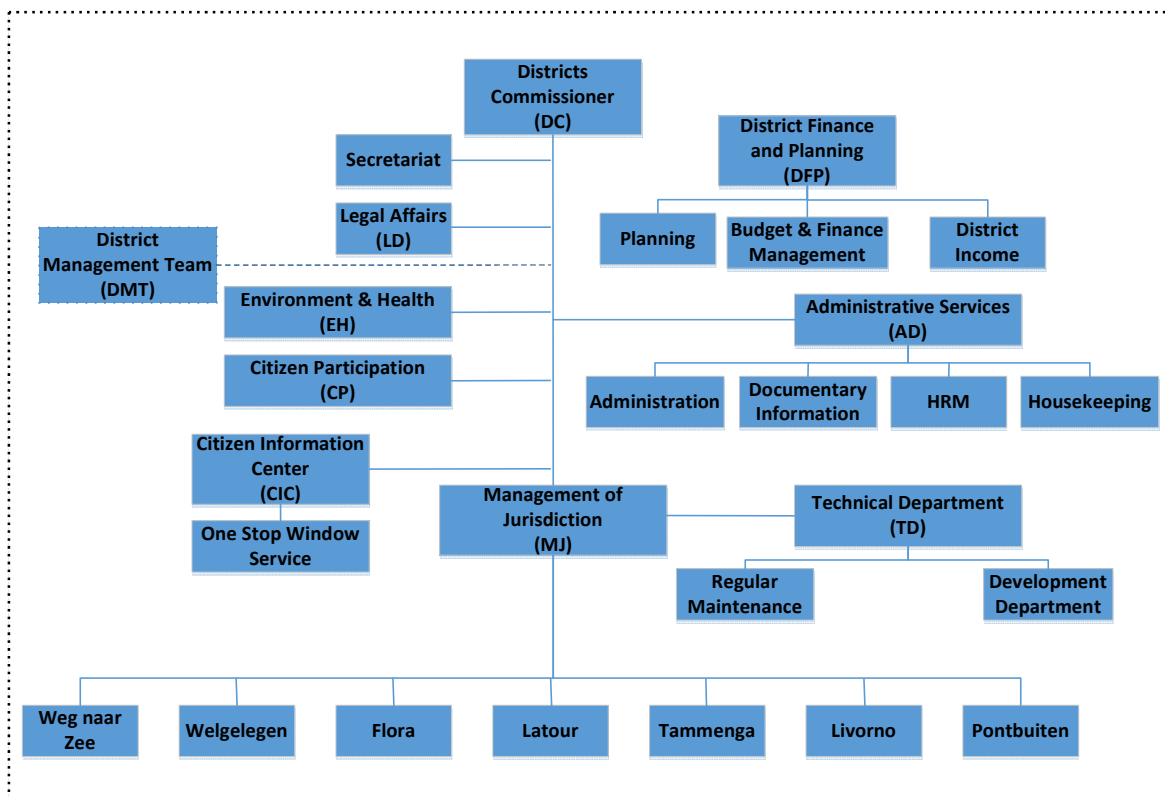
Figure 2 Organogram of Southwest (Kine, 2016)

The District Commissioner (DC)

At the top of Southwest is the DC. S(he) is appointed by the Government and represents the government in the district.

The DC also serves as the Chairman of the County Council (CC) but without vote.

The DC is a member of the District Board (DB). The Board implements regulations, budget and decisions of the CC.

The DC also has the status of Assistant Prosecutor. In this capacity, s(he) is subjected to the authority of the Attorney General. S(he) is also officer of the Civil Registry.

In his/her, capacity as Head of the Southwest s(he) manages the administrative apparatus in the district according to the instructions and guidelines of the Ministry of Regional Development.

The District Commissioner selects the District Administrator (DA), after advice from the CC, on basis of an employment contract, after being authorized by the President of the Republic of Suriname.

The District Commissioner is an autonomous body who derives a lot of his/her power to a multitude of administrative laws. To exercise this, the commissioner has an administrative system (Southwest) at his/her disposal.

Secretariat

This department is responsible for secretarial work and assists the DC.

District Finance and Planning (DFP)

Southwest has one DA who serves on a contract term, while s(he) gets staff assigned by the DC.

The DA serves as head of DFP and leads the planning activities, conducts fiscal policy and financial management independently, collects, administers and keeps records of district income and supports the DB in the management of the District Fund. His/her main goal is to strengthen the financial position of the district.

The essence of the DFP department, and therefore of the DA, is to guide, facilitate, monitor the DB. S(he) also has an initiating, regulatory, analytical and problem-solving role with regards to the DB, CC and the various heads of departments.

DFP is staffed with accountants and a cashier responsible for internal audit and operational tasks.

The Department of Administrative Services (AD)

The purpose of this department is to perform operational administrative services, such as administration, documentation housekeeping and Human Resource Management. It also oversees compliance with various administrative requirements, coordinates and supports other departments and services within Southwest and communicates with various ministries and state institutions.

Legal Affairs (LD)

Advises the DC and all department heads in legal matters, gives solicited and unsolicited legal technical advice, is proactive in initiating decisions of district and district regulations.

Environment and Health (EH)

This department is under direct authority of the DC, assisted by an environmental inspector, appointed by the appropriate authority in consultation with the DC.

Its tasks are policy preparation and stringent monitoring of compliance with environmental laws and regulations to protect the environment and health.

There is close cooperation with the responsible ministries and environmental agencies. The department conducts environmental inspection, manages (flea) market, public cemeteries and monitors public health, flora and fauna.

This service mainly supports AD (issuing permits), Management of Jurisdictions (MJ), Citizen Participation (CP), Technical Department (TD), Citizen Information Center (CIC) and One Stop Window in the field of environmental awareness in the duties set out therein.

The Technical Department (TD)

Southwest has a Technical Department that is headed by a qualified technician. Currently, its activities are the management and daily operation of the garage, workshop (maintenance and operation of transport and vessels), maintenance of buildings and premises. This department is also responsible for preparing and implementing the multi-year development program. The central government can entrust more tasks to this department under redistribution of tasks between the central government and the district government.

Citizen Participation (CP)

CP is a policy support department that assists the DC in:

- Preparing and supporting the implementation of the policy on the subject of the optimal participation of citizens in the preparation of the county plans, budgets and approval of the district budgets through public hearings.
- Encouraging good communication between Southwest and citizens,
- Encouraging citizen for financial or material contribution to projects,
- Promoting partnership between civic organizations and Southwest by creating neighborhood committee as support mechanism for capital investment projects.

Citizen Information Center (CIC)

This unit collects information and documentation from (other) municipal government, ministries and the private sector, and stores this information in a Wide Area Network (WAN) server. It distributes this information to the One Stop Service Desk and the counties.

One Stop Service Desk

This unit provides services to individual residents, visitors and business and serves as the main contact point.

Service counters ensure a perfect welcome is given, that the customer is not treated as a number and that any complaints are discreetly handled. The service desk falls directly under the CIC, which operates under the direct responsibility of the DC. The desk processes request for certificate of good conduct, permits for celebrations/events, lost identification and permits to sell prepared foods and drink.

The department of Management of Jurisdictions (MJ)

This department works closely with the policy support entities, like CP and CIC.

A District Secretary heads the department. S(he) manages the administrative offices, located in the various counties, and implements the orders and duties of the DB in the counties.

The department ensures policy-based and strategic management of the counties and support of all departments and other services within Southwest. Cooperation of citizens is considered very desirable, so MJ maintains good relations with citizens in its administrative jurisdiction, organizes public meetings in collaboration with Local Councils (LC), and other consultation bodies consisting of Non-governmental organization (NGO's) and Community Based Organizations (CBO's). It also works closely with the CIC and the One Stop Window Services in providing information and communication to the citizens with the main objective to interest citizens to participate in development projects.

The seven counties

As stated earlier, Southwest comprises of seven counties. Each county has an office located within the county. Citizens can submit complaints in the county and if jurisdiction allows this, the county can conduct research on the complaint.

Besides this, the county serves as main point of contact for Southwest to perform instructions quickly.

District Management Team (DMT)

Southwest has a DMT, that consists of the DC (chairperson), the DA (vice-chairman and Secretary) and head of the departments DFP, AD, MJ and TD. The DMT prepares and implements policies (lied upon them by the DB) in the most effective manner by coordinating a balanced yet integrated approach in accordance with the standards of modern management and transparent governance.

Important Stakeholders

Projects take place in an environment that is broader than the project itself. Understanding this broader plain helps to align the project to the organization's goals and manage it in accordance to the organizations established practices (Project Management Institute, 2013). When the project involves external entities, such as NGO's, CBO's and citizens the project will be influenced by them as well.

However, not part of the Southwest itself, there are a few important authorities with whom Southwest has a very close working relationship. They are the district board and the elected representative bodies of Southwest.

The District Board (DB)

The DB is the executive body of the district and is subjected to the control of the CC. The Board is appointed by the central government and consists of the DC (Chairman) and of members representing the various ministries in the district.
The members are appointed by the Minister of Regional Development after a nomination by their respective Ministers.

DB implements plans, budgets, decisions of the CC and the tasks entrusted by the central government.

The Ministry of Regional Development appoints, dismisses and suspends the staff, which is available to the District Board.

County Council (CC) and Local Council (LC)

The CC is the supreme political-administrative organ of the district, that expresses the will and aspirations of the people. It consists of the District Commissioner, who is ex officio chairman, and indirectly elected members of the directly elected Local Councils (LC) of the district during the general elections. The District Commissioner is Chairman and not a member of the CC and therefore has no vote when decision is made. CC has regulatory and administrative powers, and approves districts plans and budgets.

The Local Council is composed of members elected in general elections in the various administrative jurisdictions of the district. The Local Council monitors the daily activities within its county. Annually it makes up a county plan and budget, after public meetings. This plan is submitted to the CC for approval and serves as basis for the annual district plan.

To give a perception of the communication channels, Figure 3 gives a more extended version of the organogram depicted in Figure 2.

2.1.4 Products offered

Southwest perform functions of various natures for its counties to pursue community development and improve quality of life. Mainly Southwest has the following tasks (Kine, 2016):

Inform the public of trends and development

> In the past Southwest has informed its citizens about the chikungunya and Zika virus and how local efforts can reduce its impact.

Advise on requests of plots/land area

> Southwest advises the Ministry of the Environment, Spatial Planning, Land and Forest Management on requests of lands within its jurisdiction.

Complaint investigation and maintaining order and security on instructions basis and public nuisance act.

> Complaints filed by citizen are investigated by Southwest, if deemed necessary appropriate actions are taken. Complaints can range from noise and smell nuisance to bad behavior of citizens.

Issue/investigate permits

Permits issued by Southwest are (Chamber of Commerce of Suriname, 2016):

> Preparation and sale of foods and drinks
>
> Sale of distilled drinks
>
> Nuisance act
>
> Public Amusements (weddings, celebrations and events)

Annually Southwest also prepares a budget for development projects.

Public services such as research and issue of certificate of conduct and proof of lost Identity card.

Aside from operational tasks such as issuing proof of loss of identification, housekeeping, etc. all tasks are project based and will benefit by adopting a project management methodology.
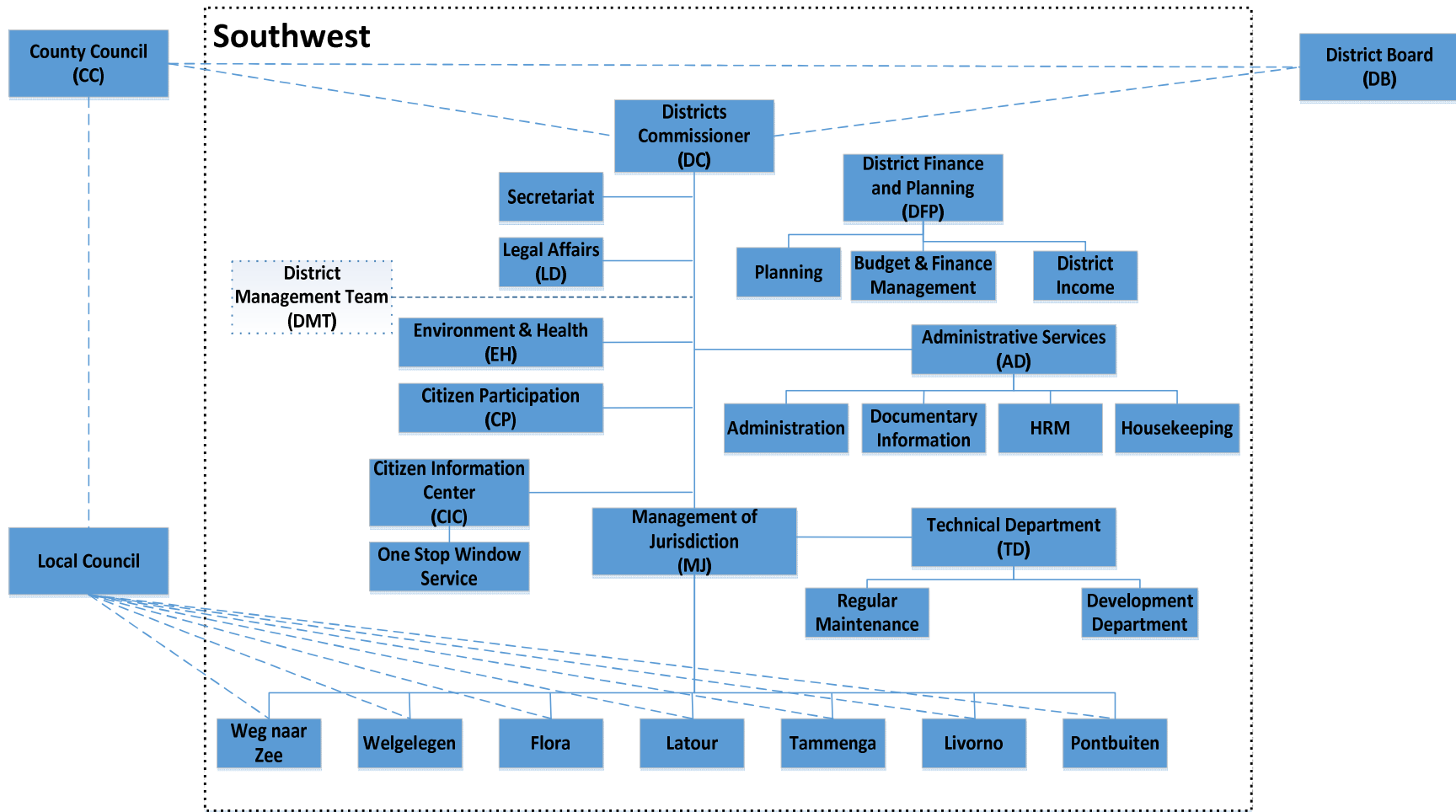
Figure 3 Southwest and its main stakeholders (Kine, 2016)

2.2 Project Management concepts

2.2.1 Project

The Project Management Body of Knowledge (*PMBOK®* Guide) defines project as *"a temporary endeavor undertaken to create a unique product, service, or result"* (Project Management Institute, 2013, p. 1).

There are two important terms in abovementioned definition. These are:

Temporary

Temporary means that every project has a definite beginning and a definite end. The end is reached when all the objectives have been achieved or when it is clear that the project objectives will not or cannot be achieved, or when the need for the project no longer exists and the project is terminated. In each case, the duration of a project is limited. Projects are not ongoing efforts but have a life cycle.

The temporary nature of projects also applies to other aspects of a project:
- The business opportunity is temporary: some projects have a limited time to produce their products or services.
- The project team, as a working unit, seldom lasts after the project: Usually, a team is created for the sole purpose of carrying out the project. When the project ends, the team separates, and or is reassigned.

Unique

Every project is unique; it can be unique to the organizations or there are unique elements that distinguish two projects from each other. E.g., even though the same company constructs identical buildings; the buildings have two different owners,

different locations, etc. and are therefore two different projects. Uniqueness is an important feature of projects.

Progressive elaboration

Progressive elaboration means that there is a continuous iterative process of refining and improving as more details become available. A project is subject to change (Project Management Institute, 2013), therefore the development of a project management plan is an iterative activity and is progressively elaborated within the project's life cycle.

Operations on the other hand is when the work is ongoing and produces repetitive outputs, with resources assigned to do basically the same set of tasks according to the standards institutionalized in a product life cycle (Project Management Institute, 2013, p. 13).

Southwest performs daily operations and projects on a regular basis. For example, tasks such as issuing certificate of good conduct can be seen as operational, other task such issuing permits for selling of food are projects. Before the permit can be issued, Southwest must investigate if the applicant meets the requirements.

According to Kerzner (2013), a project has the following characteristics:
- It has a specific objective to be completed within certain specifications
- It has a life cycle with a defined start and a must be terminated on finite due date
- It has funding limits
- It consumes human and non-human resources
- Is multifunctional (cuts across several functional lines)

Upon initial evaluation, it was established that Southwest does not distinguish between projects and operations. However, the word project is used when

describing certain activities, like the Zika control campaign. However, to examine if someone meets the established requirements is incorrectly not considered a project but perceived as operation. As stated earlier, majority of tasks of Southwest can be classified as project based.

2.2.2 Project management and project management process

Project Management can be described as "a general purpose management tool that can bring projects to successful completion and to the satisfaction of the project stakeholders, given the traditional constraints, of defined scope, desired quality, budgeted cost, and a schedule deadline (Demir & Kocabas, 2010).

Constraints are limiting factor that affect the execution of the project (Project Management Institute, 2013). Typically, time, cost and scope are considered as the triple constraints, while other constraints are quality, risk, resources and customer satisfaction. A change to one constraint can have effects on other constraints (Mulcahy, 2013) and this should be evaluated carefully when planning or executing the project.

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

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

- o Create measurable objective

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

- Project execution
    - o Acquire project team members
    - o Execute the work

- Project monitoring and control
    - o Track and analyze project progress, compare with predicted outcome
    - o Request, approve or reject changes

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

Though not in detail organized, Southwest does distinguish between the five Process Groups. However, the notion that each process group can repeat itself multiple times within the projects is unfamiliar territory.

2.2.3 Project life cycle and Process Group interactions

Projects are usually organized into phases. A project life cycle is the series of phases that a project undergoes from its initiation to its closing (Project Management Institute, 2013).

A project phase is a collection of logically related project activities. Within the phase, the Process Groups usually repeat. A phase can consist of all or some of the process groups. Figure 4 depicts the interaction amongst the various Process Groups (GPM Global, 2013).
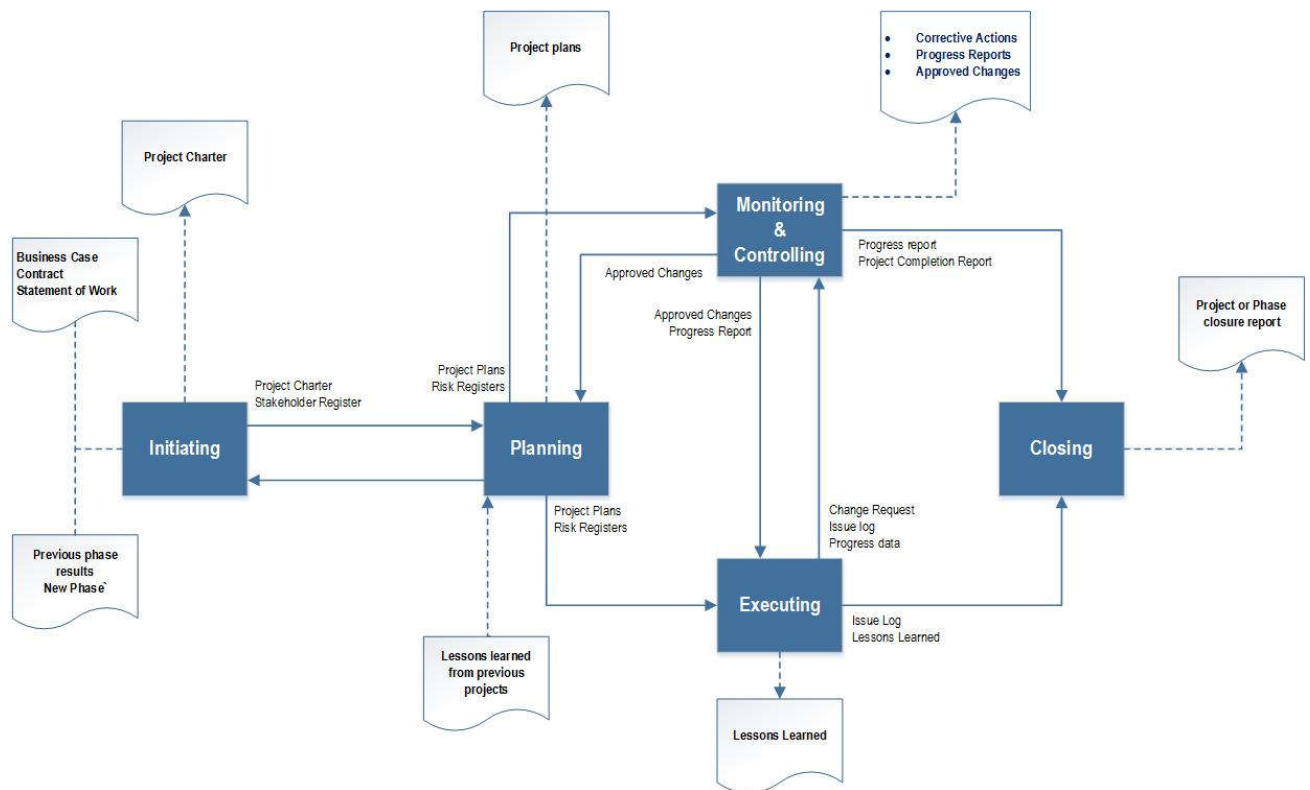
Figure 4 Interaction amongst various Process Groups (GPM Global, 2013)

Southwest is aware of project phases; the term is used within the office. Initial evaluation shows that Southwest does plan projects. Nevertheless, the planning is of ad hoc nature. In addition, when it comes to collaboration, which is often the

case, Southwest depends on the collaborating office to do the planning while it performs the tasks.

2.2.4 Project management knowledge areas

PMI has identified 47 management processes that have been grouped in 10 knowledge areas. A knowledge area represents a set of concepts terms and activities in the project management field. The identified knowledge areas together with the corresponding Process Group are presented next.

1. *Project Integration Management*

Establishes the best practices to integrate activities and when these are performed.

Chart 1 Integration Management Process (Mulcahy, 2013)

Project Integration Management Process	Done during
Develop Project Charter	Initiating Process Group
Develop Project Management Plan	Planning Process Group
Direct and Manage Project Work	Executing Process Group
Monitor and Control Project Work	Monitoring and controlling Process Group
Perform Integrated Change Control	Monitoring and controlling Process Group
Close Project or Phase	Closing Process Group

2. *Project Scope Management*

Aims to document clearly, what are included in the scope of the project.

Chart 2 Scope Management Process (Mulcahy, 2013)

Scope Management Process	Done during
Plan Scope Management	Planning Process Group
Collect Requirements	Planning Process Group
Define Scope	Planning Process Group
Create WBS	Planning Process Group
Validate Scope	Monitoring and controlling Process Group
Control Scope	Monitoring and controlling Process Group

3. *Project Time Management*

Process required to achieve project within scheduled time.

Chart 3 Time Management Process (Mulcahy, 2013)

Time Management Process	Done during
Plan Schedule Management	Planning Process Group
Define Activities	Planning Process Group
Sequence Activities	Planning Process Group
Estimate Activity Resources	Planning Process Group
Estimate Activity Durations	Planning Process Group
Develop Schedule	Planning Process Group
Control Schedule	Monitoring and controlling Process Group

4. *Project Cost Management*

Process required to plan, estimate, budget and cost control in order to complete the project within the approved budget

Chart 4 Cost Management Process (Mulcahy, 2013)

Cost Management Process	Done during
Plan Cost Management	Planning Process Group
Estimate Cost	Planning Process Group
Determine Budget	Planning Process Group
Control Cost	Monitoring and controlling Process Group

5. *Project Quality Management*

Process to determine, perform and control quality policies, objectives and responsibilities in order to meet the needs for which the project was undertaken.

Chart 5 Quality Management Process (Mulcahy, 2013)

Quality Management Process	Done during
Plan Cost Management	Planning Process Group
Perform Quality Assurance	Executing Process Group
Control Quality	Monitoring and controlling Process Group

6. *Project Human Resource Management*

Process that organize, manage and lead the project team.

Chart 6 Human Resource Management Process (Mulcahy, 2013)

Human Resource Management Process	Done during
Plan Human Resource Management	Planning Process Group
Acquire Project Team	Executing Process Group
Develop Project Team	Executing Process Group
Manage Project Team	Executing Process Group

7. *Project Communications Management*

Processes required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information.

Chart 7 Communications Management Process (Mulcahy, 2013)

Communications Management Process	Done during
Plan Communication Management	Planning Process Group
Manage Communications	Executing Process Group
Control Communications	Monitoring and controlling Process Group

8. *Project Risk Management*

Process to conduct risk planning, identification, analysis, response planning and control on a project.

Chart 8 Risk Management Process (Mulcahy, 2013)

Risk Management Process	Done during
Plan Risk Management	Planning Process Group
Identify Risk	Planning Process Group
Perform Qualitative Risk Analysis	Planning Process Group
Perform Quantitative Risk Analysis	Planning Process Group
Plan Risk Responses	Planning Process Group
Control Risks	Monitoring and controlling Process Group

9. *Project Procurement Management*

Processes to purchase or acquire products, services or results needed from outside the project team.

Chart 9 Procurement Management Process (Mulcahy, 2013)

Procurement Management Process	Done during
Plan Procurement Management	Planning Process Group
Conduct Procurements	Executing Process Group
Control Procurements	Monitoring and controlling Process Group
Close Procurements	Closing Process Group

10. *Project Stakeholder Management*

Process required to identify and manage people, groups or organizations that could impact or be impacted by the project.

Chart 10 Stakeholder Management Process (Mulcahy, 2013)

Stakeholder Management Process	Done during
Identify Stakeholders	Initiating Process Group
Plan Stakeholders Management	Planning Process Group
Manage Stakeholder Engagement	Executing Process Group
Control Stakeholder Engagement	Monitoring and controlling Process Group

Southwest has the notion of knowledge areas e.g. procurement, but these seen as established norms in their governance framework. Some knowledge areas like stakeholders, cost, and communication management are practiced but are seen as logical steps.

2.3   Project Management Methodology

2.3.1   Terminology and correlation with project performance

Project Management Institute (2013, p. 1) defines standard as "*a formal document that describes established norms, methods, process, and practices*". The *PMBOK®* Guide and Organizational Project Management Maturity Model (*OPM3®*) are all standards within the discipline of project management.

Standard are generally accepted as best practice within a discipline. Framework is a concept that can be used as a practice. A framework is set of guidelines to proceed in a particular direction.

In their standard Organizational Project Management Maturity Model, Project Management Institute (2013) defines project management methodology as a collection of methods and rules followed when applying project management. Outputs of methodologies are project charter, schedule, templates, procedures, training materials, etc. (Project Management Institute, 2014). Agile, waterfall, Projects In Controlled Environments, version 2 (Prince2), Organizational Project Management Methodology (OPM Methodology) and Earned Value project management (EVM) are all examples of methodologies.

Methodologies provide a structure so an organization can perform projects in a standardized, systematic and disciplined manner. This is done using practices that increase the likelihood to deliver a successful project (Nicholas & Herman, 2012). Adopting a project management methodology allows to extract the most efficiency from project management activities and greater efficiencies increases chances of project success (Whitaker, 2016).

According to Kerzner (2013), maturity in project management is the implementation of a standard methodology and accompanying processes such that there exists a high likelihood of repeated successes (Harold R. Kerzner, 2013, p. 68). The higher the maturity levels of an organization, the better its performance in all observed areas (Pennypacker, 2002). According to Pennypacker (2002), studies have suggested that the higher the maturity level, the better the performance in all observed areas of the organization.

Kerzner (2010) has identified the following benefits of a methodology:

- Decreased cycle time and lower costs
- Realistic plans with greater chances of meeting deadlines
- Better communication
- Feedback: lessons learned
- Greater customer satisfaction

2.3.2 Creating a methodology

When it comes to project management methodology, there are two ways to create one. One method is to create your own methodology. The benefit of this being not to make use of intellectual property and that the team decides the input for the methodology, but on the other hand it is time consuming and takes lots of effort to produce (Whitaker, 2016).

Another, more common method, is to adopt most suitable portions from industry standards (Nicholas & Herman, 2012). Also called tailoring a project management methodology, here the organization adopts an industry standard or established methodology, and uses that as a baseline to develop a methodology precisely tailored for its own projects practices. The benefit here being that the methodology is available right away and it is proven to work for others. Drawback is that people

generally assume that if it works for other, it will work for them. This is not always the case. Besides this, established methodologies do not always reflect organizational culture and industry and sometimes cost a licensing fee.

Due to the time constraints of this graduation, a project management methodology will be tailored based on established guidelines of *PMBOK®* Guide.

2.3.3 Tailoring project management methodology to fit an organization

Different project management methodologies have their strengths and weaknesses. According to Project Management Institute (2014, p. 6) tailoring is "*the appropriate selection and alignment of organizational practices and methods for the value and types of projects the organization performs, which results in fit.*" Project Management Institute (2014) also advises that organizations should consider developing a unique methodology for each project type.

Tailoring as a project has three steps, namely:

Identify inputs:

> Many things are considered such as:
- Identify types of projects
- Identify current state and future (optimal) state. This will give a picture of where things are now and where it will be. It also enables to benchmark the level of maturity.
- Documents of existing templates, process, manuals and other supporting materials.
- Identify constraints: constraints are items that required to be followed, like regulations and laws.
- Identify resources, this includes any existing methodologies or relevant published guidance found in standards.

Develop:

Build and document the methodology. This process is iterative and can be done with following sequence

- Lay out the life cycle of the project
- Map out steps needed for each phase, including flowcharts with responsibilities
- Identify affected area
- Determine modifications
- Determine process (from *PMBOK*® Guide or other literature) which are required for each phase
- Document each of the processes and how they fit within existing organizational processes, standards and requirements.
- Create templates that document necessary steps
- Document the methodology

Derive Output

The output is a tailored methodology ready for application.

Improve and monitor.

Conduct continuous improvement and monitor key performance indicators Since the process is iterative, repeat the steps for all projects using the previous ones as basis.

Based on these steps a project management methodology will be developed for Southwest in chapter 4. The Methodology Tailoring Process is depicted in Figure 5.
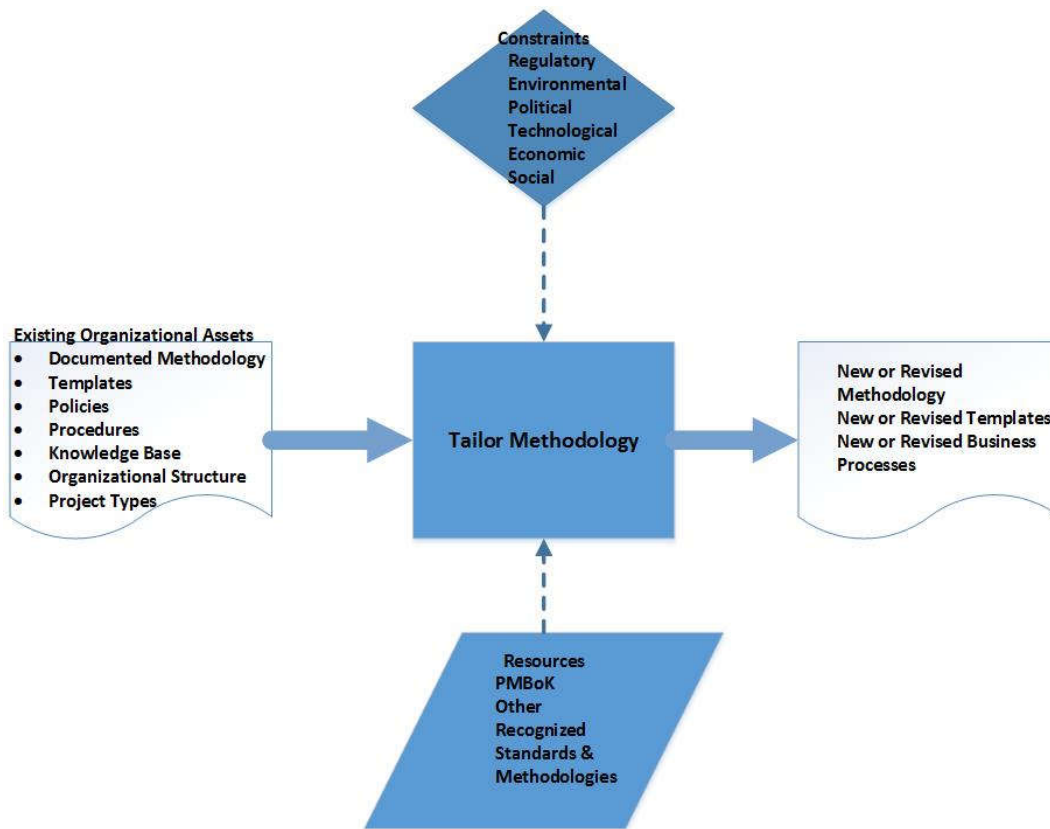
Figure 5 Methodology Tailoring Process (source: Compiled by author)

3   METHODOLOGICAL FRAMEWORK

3.1   Information sources

Sources provide the information that is used; the actual citing of the source is called a reference (Lund University, 2016). In order to distinguish between the writer's contribution and the argument expressed by sources, sources must be clearly stated. Although, several distinctions can be made between various types of sources, in academic research the common division is between primary and secondary sources.

3.1.1   Primary sources

Harvard Library (2016) defines primary sources as "direct evidence concerning a topic that is under investigation".

These are created by witnesses or recorders who have experienced the event or condition being documented. Furthermore, they are not characterized by their format, but by the information they deliver to the research (Harvard Library, 2016).

Usually, these sources are created during the events or when conditions are taking place, but can also include autobiographies, memoirs and oral history recorded later (Harvard Library, 2016).

The primary sources used for this graduation are

-       Heads of departments, DC and DA
-       Legal documentation obtained from Southwest
-       Reports on select completed projects

An overview of the objectives and its primary sources are presented in Chart 11.

3.1.2 Secondary sources

Secondary sources were created by someone who did not experience the events or conditions being studied (Harvard Library, 2016).

These sources are interpretations and analysis or primary sources. Textbooks, journal articles, criticism and commentaries can be classified as secondary sources.

Secondary sources used for this graduation are:

-       A Guide to Project Management Body of Knowledge

-       Related literature studies on project management methodology

-       Documentation obtained via website of Ministry of Regional Development

-       Relevant documentation obtained from Southwest

Secondary sources used for the specific objectives of this graduation are presented in Chart 11.

Chart 11 Information Sources (source: compiled by author)

Objectives	Information sources	
	Primary	**Secondary**
To assess the organizational needs with regards to project management to establish the main components of the project management methodology.	Heads of departments, DC and DA Legal documentation obtained from Southwest Reports on select completed projects	A Guide to Project Management Body of Knowledge Related literature studies on project management methodology Documentation obtained via website of Ministry of Regional Development Relevant documentation obtained from Southwest
To propose a framework for standardizing projects based on the specific needs gathered.	Heads of departments, DC and DA	A Guide to Project Management Body of Knowledge Documentation obtained via website of Ministry of Regional Development Relevant documentation obtained from Southwest
To develop project templates and techniques to apply to the management of future projects.	Heads of departments, DC and DA	A Guide to Project Management Body of Knowledge Related literature studies on project management methodology

Objectives	Information sources	
	Primary	**Secondary**
To describe how the proposed methodology works to ensure in-depth understanding of the methodology.	Heads of departments, DC and DA	A Guide to Project Management Body of Knowledge Related literature studies on project management methodology
To create an implementation plan to utilize the proposed methodology.	Heads of departments, DC and DA	A Guide to Project Management Body of Knowledge Related literature studies on project management methodology

3.2 Research methods

Bryman (2012) defines research method as a technique for collecting data. It includes the various procedures, schemes and algorithms used to gather data and find solution(s) to a problem (Rajasekar, Philominathan, & Chinnathambi, 2016).

In order to develop a project management methodology for Southwest, the organization is analyzed. Subsequently, a project management methodology and an implementation plan are developed.

This graduation project is of an exploratory nature, trying to determine the extent to which project management is applied (status quo) and how to improve this by using a project management methodology. To achieve this, a research design is created based on qualitative research with the aim to facilitate project management maturity by developing a project management methodology.

The research methods used are in this graduation are:

- Unstructured Interviews
- Systematic Reviews and Research Synthesis

3.2.1 Unstructured Interviews

This research method employs technique where the interviewer only has a list of topics to be covered. Also called an interview guide or aide-mémoire, it usually takes place in an informal setting (Bryman, 2012).

The purpose of unstructured interviews is to explore the views, experiences and motivations on specific matters. It should provide a deeper understanding of the status quo and how to plan changes.

3.2.2 Systematic Reviews and Research Synthesis

Bryman (2012) defines systematic review as replicable, scientific and transparent process with the goal to minimize bias by wide-ranging literature study. Furthermore, it provides an audit trail (transparent description of the research steps taken from start of a project to reporting of its findings). This method is quicker and cheaper than conducting a new study.

Research synthesis tries to integrate empirical research to create generalizations that covers complete research base (Bakersfield College, 2016).

The steps in conducting a systematic review and research synthesis are (Bryman, 2012):

1. Define the purpose and scope of the research
2. Seek out studies relevant to the scope
3. Appraise the studies
4. Analyze each study and synthesize the results

The research methods used for the specific objectives are presented in Chart 12.

Chart 12 Research methods (source: compiled by author)

Objectives	Research methods	
	Unstructured Interviews	Systematic Reviews and Research Synthesis
To assess the organizational needs with regards to project management to establish the main components of the project management methodology.	This method was used to gather supporting evidence in determining status quo.	This method was used to make diagnosis of the current project management needs. .
To propose a framework for standardizing projects based on the specific needs gathered.	This method was used to get feedback and assess views, motivations and experience.	This method was used to select appropriate literature and extract the necessary information.
To develop project templates and techniques to apply to the management of future projects.	This method was used to communicate and obtain feedback.	This method was used develop concepts.
To describe how the proposed methodology works to ensure in-depth understanding of the methodology.	This method was used to communicate and obtain feedback.	This method was used develop concepts.

Objectives	Research methods	
	Unstructured Interviews	**Systematic Reviews and Research Synthesis**
To create an implementation plan to utilize the proposed methodology.	This method was used communicate, obtain feedback and approval.	Based on this method a framework was developed.

3.3 Tools

Anything that becomes means of collecting information is called a tool (Civil Engineering Terms, 2016). *PMBOK*® Guide provides a comprehensive overview of various tools that can be used for different project management knowledge areas. For this project, the following tools are employed:

- Interactive communication
- Expert judgement
- Analytical techniques

3.3.1 Interactive communications

According to Project Management Institute (2013), interactive communication is communication between two parties performing a multidirectional exchange of information. It is considered the most effective way of to ensure common understanding on specific topic and can include meetings, phone calls, instant messaging, etc. (Project Management Institute, 2013).

3.3.2 Expert judgement

Almost all knowledge areas use expert judgment, which are judgement based upon expertise in an application area (Project Management Institute, 2013). Expert judgment can be provided by an individual or group of persons with specialized education, knowledge, skill, training or experience.

3.3.3 Analytical techniques

According to Project Management Institute (2013), analytical technique are various types of techniques used to evaluate, analyze or forecast potential outcomes. Analytical techniques are sometimes based on experience of the person who uses them. However, there are also specialized analytical technique that are based on mathematical model or which require certain equipment or tools (Management Mania, 2016).

Identified tools to achieve specific objectives are presented in Chart 13.

Chart 13 Tools (source: compiled by author)

Objectives	Tools
To assess the organizational needs with regards to project management to establish the main components of the project management methodology.	Interactive communication Expert judgement Analytical techniques
To propose a framework for standardizing projects based on the specific needs gathered.	Interactive communication Expert judgement Analytical techniques

Objectives	Tools
To develop project templates and techniques to apply to the management of future projects.	Interactive communication Expert judgement
To describe how the proposed methodology works to ensure in-depth understanding of the methodology.	Expert judgement Analytical techniques
To create an implementation plan to utilize the proposed methodology.	Expert judgement Interactive communication Analytical techniques

3.4 Assumptions and constraints

Project Management Institute (2013) defines assumptions as a factor that is considered certain during the planning process. If proven false, these assumptions can have an impact on the research (Project Management Institute, 2013).

Constraints on the other hands are limiting factor that affect the execution of a process and are generally associated with scope, time and cost (triple constraint) (Project Management Institute, 2013).

The constraints and assumptions are summarized in Chart 14.

Chart 14 Assumptions and constraints (source: compiled by author)

Objectives	Assumptions	Constraints
To assess the organizational needs with regards to project management to establish the main components of the project management methodology.	Documentation is readily available. Relevant communication is flexible and easy to schedule.	The short schedule of 3 months is a limiting factor in performing an in-depth analysis.
To propose a framework for standardizing projects based on the specific needs gathered.	Documentation is readily available. Relevant communication is flexible and easy to schedule.	
To develop project templates and techniques to apply to the management of future projects.	Relevant communication is flexible and easy to schedule.	The short schedule of 3 months is a limiting factor in developing a comprehensive framework.
To describe how the proposed methodology works to ensure in-depth understanding of the methodology.	Relevant communication is flexible and easy to schedule. The approval process is swift.	
To create an implementation plan to utilize the proposed methodology.	Relevant communication is flexible and easy to schedule. The approval process is swift.	

3.5   Deliverables

Deliverables are unique and verifiable result that is produced to complete a process (Project Management Institute, 2013). Chart 15 compiles the list of deliverables that will be generated for the various specific objectives.

Chart 15 Deliverables (source: compiled by author)

Objectives	Deliverables
To assess the organizational needs with regards to project management to establish the main components of the project management methodology.	Status quo report of the organizational need for project management.
To propose a framework for standardizing projects based on the specific needs gathered.	Proposed framework for standardizing projects based on the needs identified.
To develop project templates and techniques to apply to the management of future projects.	Project management templates for Southwest.
To describe how the proposed methodology works to ensure in-depth understanding of the methodology.	Detailed description of the proposed methodology.
To create an implementation plan to utilize the proposed methodology.	Implementation plan to utilize the proposed methodology.

4   RESULTS

As stated in Chapter 2, a project management methodology is a series of steps, phases, actions and steps undertaken by an organization to deliver project successfully. In this thesis, a project management methodology is developed according to the following sequence:

1. Analyze the status quo
2. Develop project management methodology
3. Develop implementation guideline

Chart 16 Considerations for developing methodology (source: compiled by author)

Input	Explanation
Stakeholder identified to develop this methodology	To access information regarding project management the DC has appointed certain key persons of Southwest to provide information for this research.
Organizational Survey	Get information regarding current state of project management practices within Southwest.
Organizational process assets	Process assets that were considered are procedures regarding start of project, HRM and procurement. Historical information for identifying types of projects and issues. Existing templates
Enterprise environmental factors	Organizational structures (Organogram elaborated in Chapter 2) Identify organizational culture and governance practices.

To develop the project management methodology, Chart 16 (Project Management Institute, 2014) is compiled. The goal is to identify key inputs for the methodology.

4.1 Status Quo

Stakeholders Identified

The bureaucratic procedure at Southwest required formal approval from the DC to gather any information from the department. In consultation with the DC, personnel that were identified to collect information from regarding status quo are presented in Chart 17.

Chart 17 Identified Stakeholders and responsibilities within Southwest (source: compiled by author)

Stakeholder name	Stakeholder responsibility
DC	The DC is the most senior authority to greenlight any data collection.
DA	Keeps financial track of all activities within Southwest
Head of EH Head of AD Head of CIC	Oversees and carries out projects for the department

Organizational Survey

To determine the current state of mind of Southwest, unstructured interviews were conducted with the following personnel of Southwest:

1. Head of EH
2. Head of AD
3. Head of CIC
4. DA

Based on these unstructured interviews, it is summarized that none of the departments had a correct perception of projects. However, it is acknowledged that due to the repetition of some of the projects that are carried out, the work has started to be perceived as operational. The notes of the unstructured interviews are included in Appendix 4.

Organizational process assets and enterprise environmental factors

Project start procedure

Projects are initiated on an ad-hoc basis. The general procedure is that if Southwest identifies an opportunity/issue, this is brought to the attention of the DMT, who decides how to respond to this.

Once DMT greenlights the project, the involved departments start working on their part within the project. Since DMT consists of all the heads of departments of Southwest, consulting this body enables Southwest to streamline any issues on the matter and ensure that everyone is informed. Nevertheless, there is no documentation on initiation of projects and planning is done by the heads of departments. The planning is based on experience of past similar projects. During the interview it was acknowledged that this has resulted in planning not being streamlined, causing delays. A lack of planning has also resulted in ad-hoc budgets and schedules. Figure 6 gives an overview of how project are executed currently.

Other procedures that affect projects are:
- Procurement is done by the Southwest, by requesting three quotes. If the amount exceeds SRD 4000, the procurement must be sanctioned by LC.
- Unless stated otherwise, resource requirements need to be addressed to the DC.
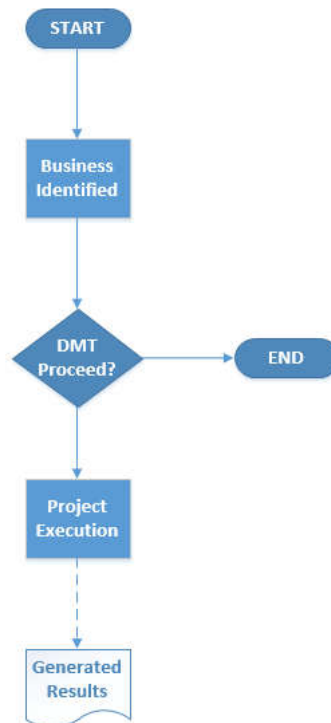
Figure 6 Current state of process flow (source: compiled by author)

Types of projects

The majority of projects carried out by Southwest have an administrative nature, where Southwest generally tests compliance of local laws. For example, the quarterly project where all local food houses are inspected for compliance. Another type of administrative project is the annual district plan consultations. Here Southwest sets up meetings in its jurisdictions to determine the needs of local population.

In some cases, Southwest can also have a supporting role for a government issued project. This is done by making Human Resources available for the requested duration. One example of this is the Zika project, where the project was issued by Ministry of Public Health, but the audit process was carried out by Southwest.

Although, Southwest has a technical department, this department is not yet fully equipped to perform technical projects. Southwest's sole technical project was performed under the auspices of Decentralization and Local Government Strengthening Program.

Identified issues

Lack of planning

One of Southwest's projects was to identify owners of overgrown plots and to force them to clean these. The project has generated a document consisting of list of identified property owners, but since there was no planning on how the project is to proceed after identification and how environmental laws would be enforced, the project has since been stalled.

Lack of communication

Lack of communication between departments have made it in many occasions impossible to determine the status of projects and to verify the generated outcomes.

This has resulted in, except for projects that repeat of a regular basis, many unsuccessful projects. One recent project for mapping billboards in Southwest and seeking their owners for payment of advertisement tax has resulted in list of identified owners of billboards. However, when the owners came to meet their payment obligation, the one stop window was not prepared as it was not notified of this list and how much was due. Another issue with this project was that during the execution Southwest discovered that it's jurisdiction to command billboard fees was limited since there was no clear legal framework of when exactly Southwest was the authority to receive advertisement tax. According to Kine (2016), Southwest had already mapped certain areas when information came to light that

Southwest had no authority to demand fees for billboards on private property. This resulted in an inconsistent execution of the project.

Lack of record keeping and knowledge of project management practices

Since Southwest does not maintain a record of completed projects, it is impossible to determine the extent to which projects have been completed within the allocated budget, cost and time constraints. Southwest also makes the mistake to classify generated project documents as historical records instead of project results.

To tackle all these issues a project management methodology is developed to minimize existing issues while promoting common project management practices.

4.2 Southwest Project Management Methodology (SPMM)

Using gathered data from interviews, a project management methodology is developed. The methodology, depicted in Figure 7, is deliberately called the Southwest Project Management Methodology (SPMM).

SPMM is based on the *PMBOK®* Guide and incorporates the current bureaucratic system of Southwest. SPMM focusses on:

- Constant interaction between project team, DMT and Stakeholders by seeking approval for every decision.
- Coerces (central) project management planning, and thus avoids various departments creating their own plans.
- Compels to produce written project progress and review these within pre-approved intervals.
- Common project management practices as established by the *PMBOK®* Guide.
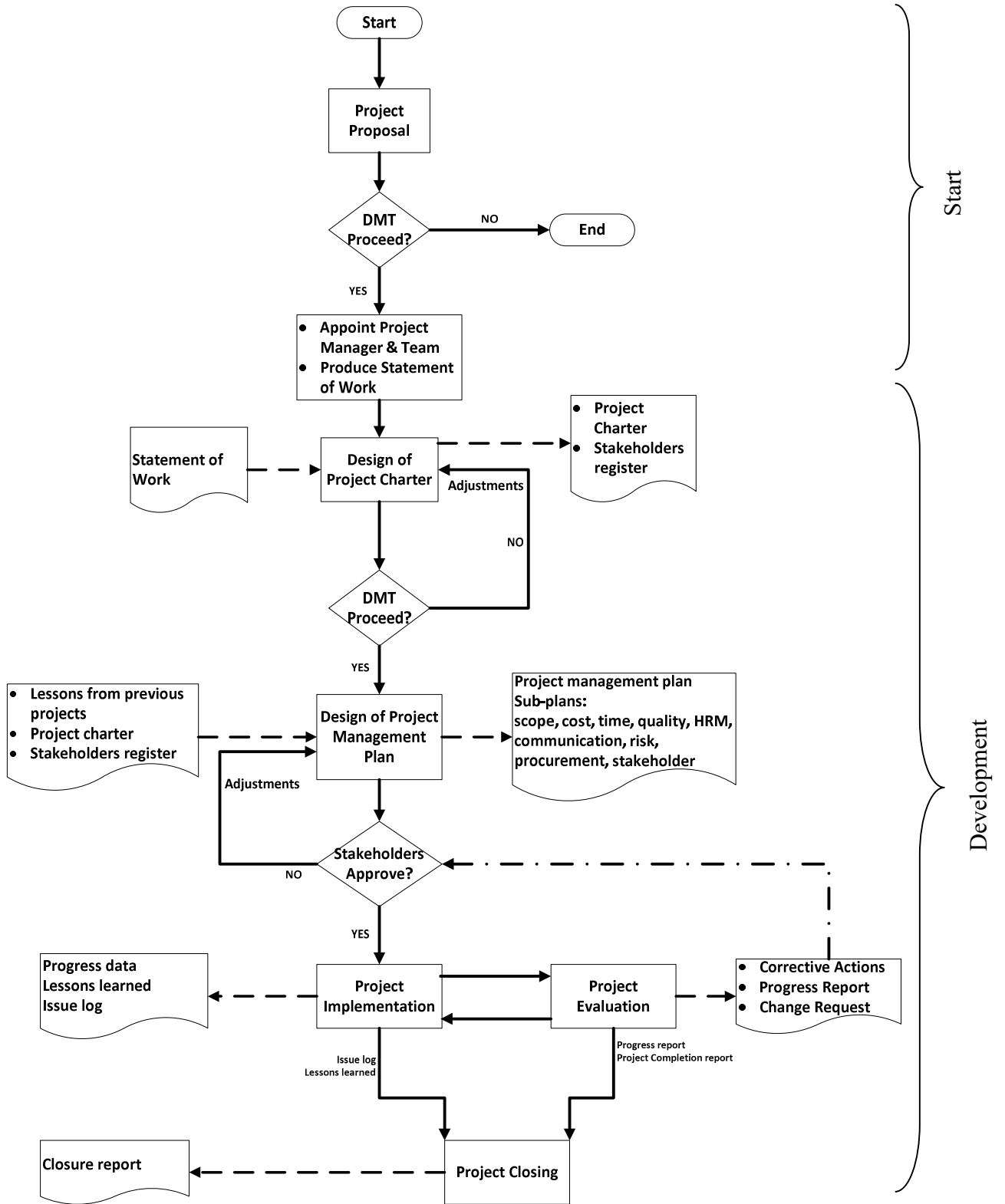
Figure 7 SPMM (source: compiled by author)

Bureaucracy

SPMM accommodates the existing bureaucratic procedures of Southwest as elaborated in Chapter 2. The current project management flow is altered by incorporating key decision points in the procedure and production of project documentation. This first decision point (DMT proceed?) is to ensure that project requirements, especially scope, are established before proceeding. The second and third decision points ensure approval from stakeholders for all the planned and carried out tasks.

Project Governance

To tackle the issue of lack of planning and record keeping, SPMM lists a set of documentation that needs to be produced at certain stages of the project. This promotes established project management practices and makes it easy to retrieve information.

Project Life Cycle

Based on this methodology a project life cycle is developed and presented in Figure 8. The project life cycle is a based on GPM Global's Project integrating Sustainable Methods (GPM Global, 2013). The modifications are limited to changes in phase naming to accommodate accustomed corporate terms. The figure also lists some high level activities that are associated with a particular project phase.

Assumption

It is assumed that the project execution and evaluation is carried out by the involved departments (team members) with one coordinating project manager, who ensures that all work performed are according to the approved plans.
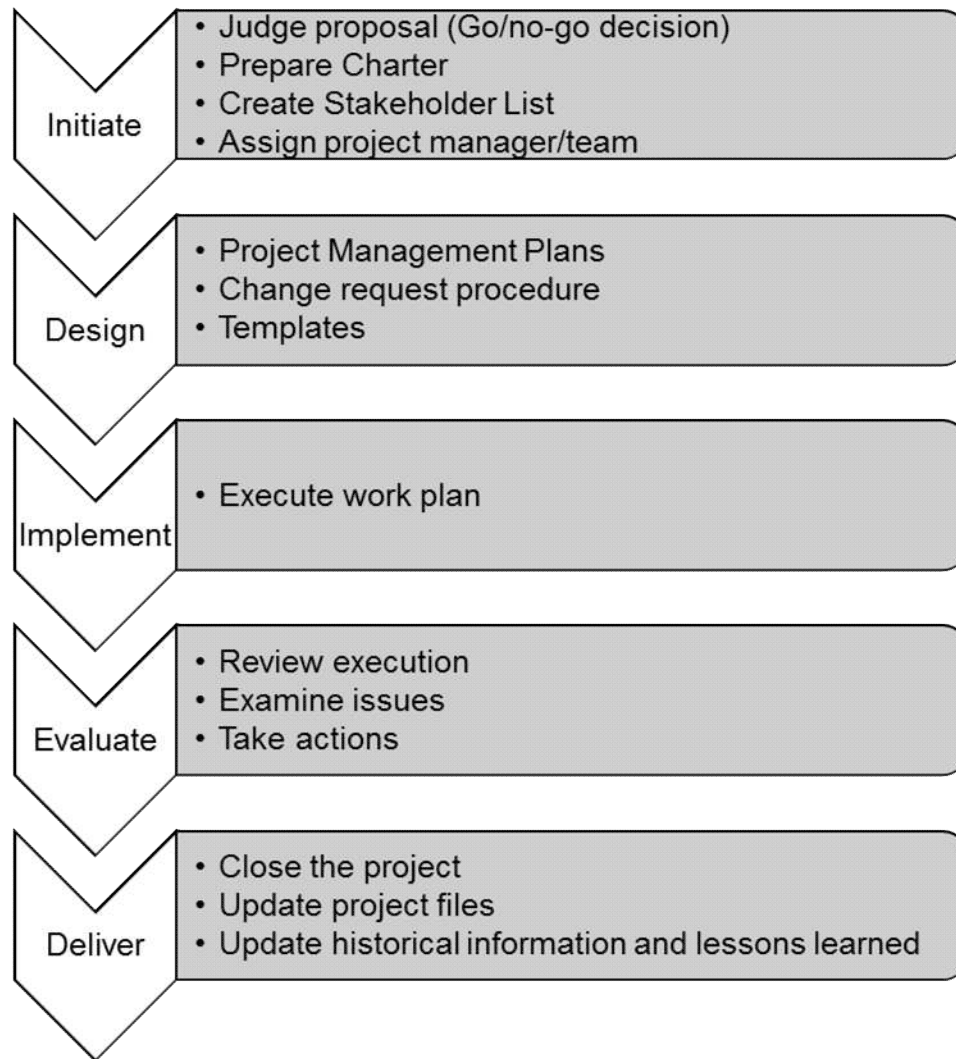
Figure 8 Project Life Cycle (source: compiled by author)

This is similar to the current situation where a head of department assumes the position of leader of a project (project manager) and is supported by various departments (team members) of Southwest.

4.3 Project management templates for Southwest

A total of eleven templates have been developed to obtain standardization of the projects of Southwest. These templates support the creation of project information in a structured manner and serve to guide the user of SPMM to produce specific

deliverables, like project charter, in accordance to generally recognized good practices of the *PMBOK®* Guide. The templates also ensure compliance with existing bureaucratic practices of Southwest and can easily be expanded by annexing existing checklists and accustomed communication formats.

The templates can be classified as:

- Project management plans, these describe how the project will be executed, monitored and controlled (Project Management Institute, 2013). The Project Management Plan (PMP) and the so-called Stakeholder Management and Communication Plan, fall under this category. The Stakeholder Management and Communication Plan serves as a subsidiary plan of the PMP, and is presented separately to start stakeholder planning at an early stage to accommodate existing bureaucracy.

- Project documents, these are not part of the Project Management Plan, but are used to gather data, track and support the PMP. Documents such as Project Charter, Lessons Learned template and Minutes of Meeting fall under this category.

To make the templates available as a standalone and ready to use document the templates have been annexed. Chart 18 provides a list of appendices that serve as a template for SPMM.

The next section elaborates on how the mentioned appendices are integrated to conduct projects according to guidelines of SPMM.

Chart 18 Overview of developed templates (source: compiled by author)

	Template name	Appendix number
Project management plan	Stakeholder Management and Communication Plan	Appendix 8
	PMP	Appendix 9
Project documents	SOW	Appendix 5
	Project Roles and Responsibilities	Appendix 6
	Project Charter	Appendix 7
	Project Status Reporting	Appendix 10
	Minutes of Meeting	Appendix 11
	Issue Log Template	Appendix 12
	Project Closure Report	Appendix 13
	Lessons Learned	Appendix 14
	Document Distribution and Archive	Appendix 15

4.4   Description of SPMM

As presented in Figure 7, SPMM can be divided in 2 sections, namely Project Start and Project Development. Project Start outlines the approval process required prior to commencing a project, while Project Development employs the process for optimal project progress.

Both sections are accompanied by rectangle shaped actions and diamond shaped decision-making points. The last is to ensure formal go/no-go decisions during the project's continuation.

The methodology also contains list of documents that are used as input or generated as output during the project's progress. These are represented by document shape and contain the plans, reports or actions.

Project Start

Typically, Southwest identifies the need of or receives a request for a project. Project identification is generally the consequence fieldwork and can be proposed by personnel after consultation with the DC. Southwest can also be requested or commissioned to perform a project by the central government, council bodies or government agencies.

In both cases, the project proposal will be presented to DMT for approval. Since DMT consists of all the heads of departments of Southwest, DMT's approval ensures support for the project from these departments. If DMT decides that there is no merit to pursue, it can cancel to proceed.

However, if DMT decides to proceed with the project, it will appoint a project manager and produce a Statement of Work (SOW).

The SOW is a narrative description of the results that must be delivered by a project (Project Management Institute, 2013) and contains information such as the assigned project manager and team members. Appendix 5 contains a template that can be used as a guideline for narrating the SOW.

Generally, Southwest performs projects with personnel of the various departments. Therefore, at an early stage, the DMT needs to decide who is responsible for which part of the project. This is done using the Project Roles and Responsibility Matrix Template. The template is attached as Appendix 6, and contains information as who is responsible for what deliverables, which authorities must be consulted and informed.
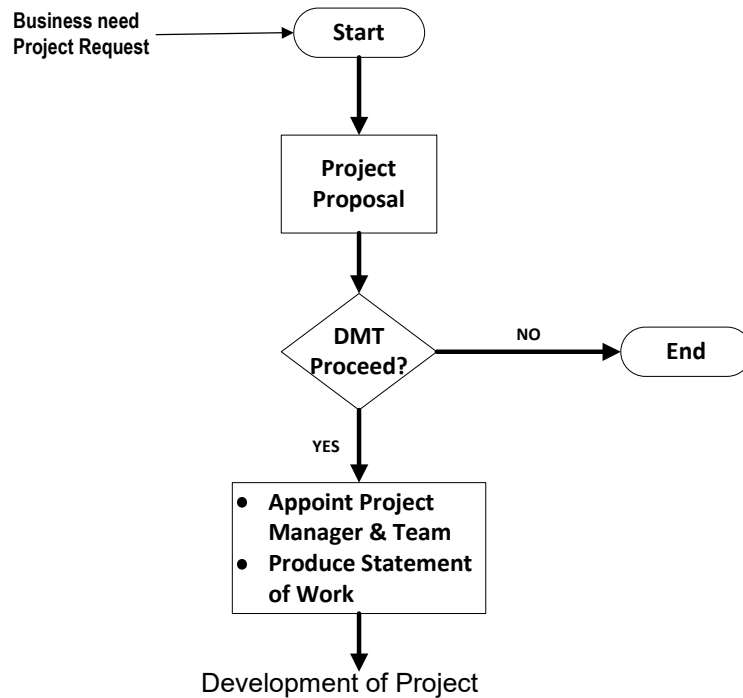
Figure 9 Project Start (source: compiled by author)

Project Development

The project development encompasses define, design, implement and evaluate and deliver stages of the project. The project development starts with development of project charter.

Project Charter Template

Once the SOW is produced and the project manager and team is appointed, the project manager will write the project charter. The project charter formally authorizes the existence of a project and provide the project manager with the authority to apply resources to project activities (Project Management Institute, 2013). The SOW generated from the preceding DMT meeting(s) will be used as input for the project charter.
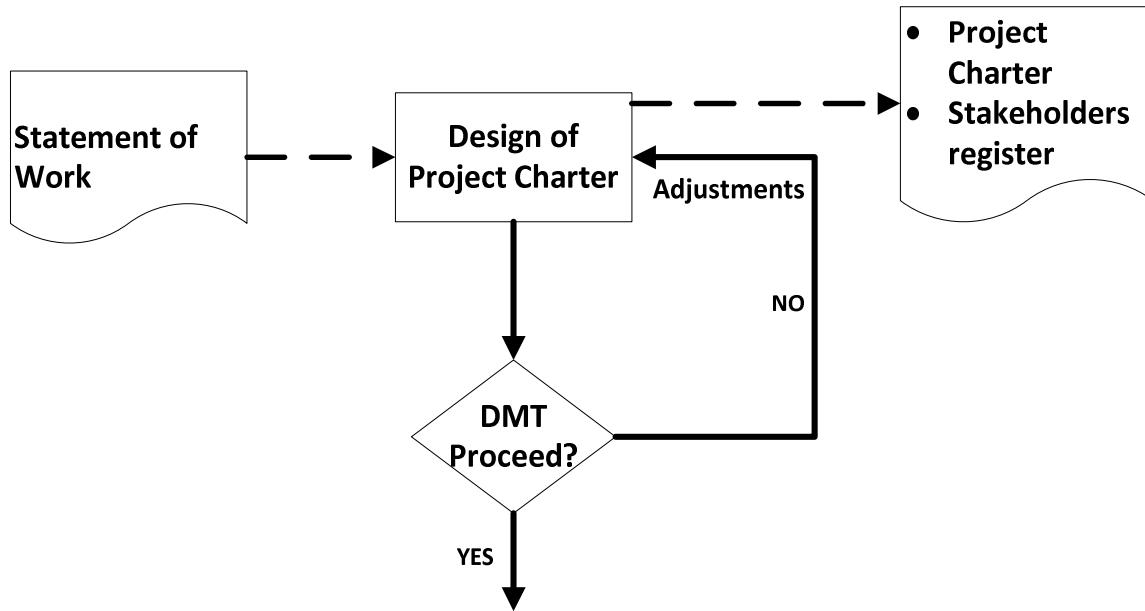
Figure 10 Project Development – Charter (source: compiled by author)

A comprehensive charter with guidelines is annexed as Appendix 7 and can be used as a template for charter development.

Although the project's initial stakeholder is the DMT, other relevant stakeholders can be recognized and included in the stakeholder register of this template. At this stage of the project the stakeholder list is part of the project charter and can be expanded within the charter until the project progresses to the next stage.

Once DMT greenlights the charter, the project can proceed to design of project management plan. If the charter needs adjustments, these should be made, based on received feedback from DMT. A revised project charter should be presented to the DMT. The charter contains a table at the beginning where revision number and changes to the charter can be tracked.

Project Progress

After the project charter is finished, the project proceeds according to the following sequence.
- Design project management plans

- Implement project
- Evaluate project
- Closing of the project

The methodology is designed to optimize communications between the various departments during Development of the Project, while constant validation with stakeholders is pursued.
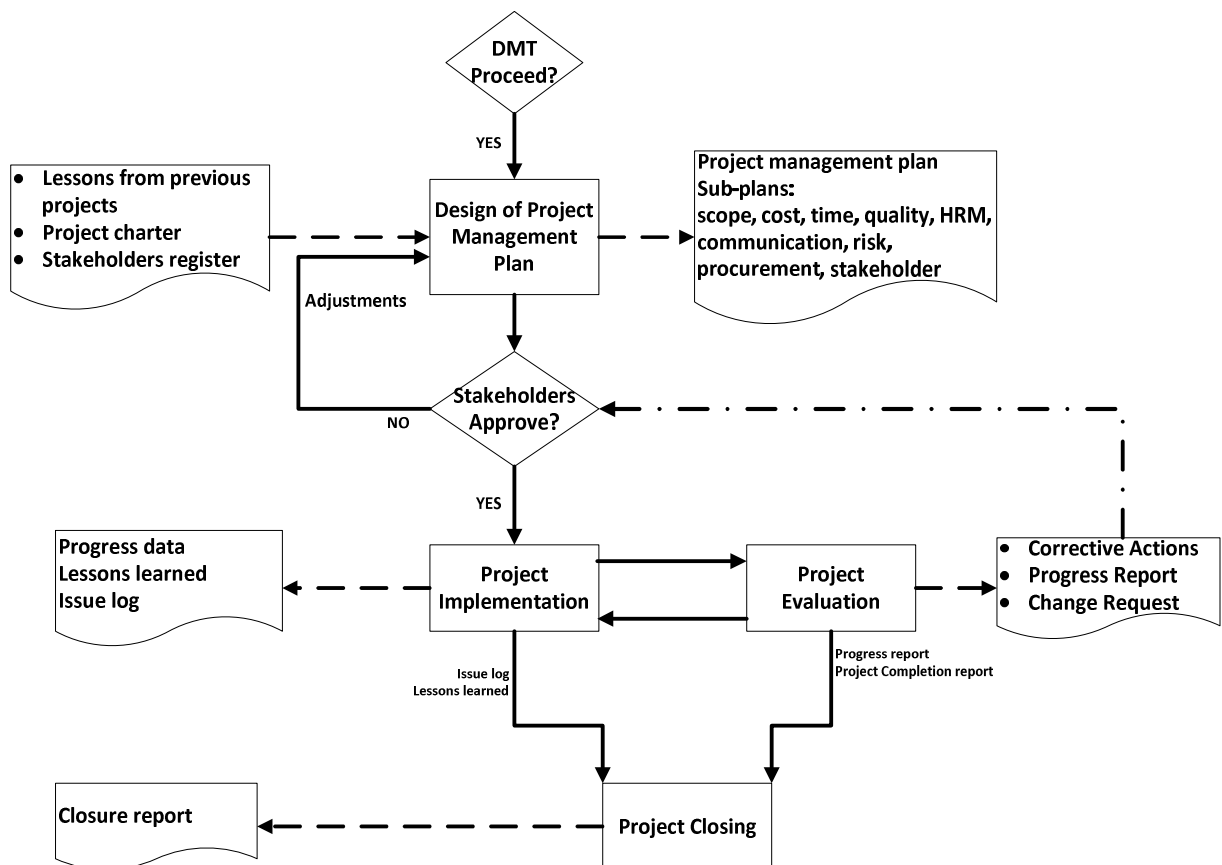
Figure 11 Project Development – Progress (source: compiled by author)

Stakeholder Management and Communication Plan

From DMT to Stakeholders

The Project Start and Development of Project Charter are approved by the DMT. Development of the Project on the other hand is approved by the stakeholders. This is designed to accommodate the established regulations of Southwest. E.g., a project that is approved by the DMT may still need approval of the CC, LC and DB to allocate resources. However, this does not mean that the project manager will have to constantly validate project progress with these bodies. They generally have a high level of authority but their level of interest remains low.

The stakeholder list may also include NGO and other (government) agencies and individuals, who despite low level of authority remain very engaged with the project.

After the addition of a stakeholder to the stakeholder register, a classification should be performed to establish how to manage the various stakeholders. This is done by developing a power/interest grid to establish how to manage the various stakeholders.

Appendix 8 contains a template for the management of the project stakeholders. The template contains a power/interest grid to classify stakeholders.

An important aspect of stakeholder management is communication. Appendix 8 also contains steps for communication with stakeholders.

Project Management Plan (PMP) Template

The PMP Template concentrates on constraining factors and is therefore the most important document in any project. The PMP contains information on the following knowledge areas:

- Integration Management including Project Governance, Change request and project/phase closure.
- Scope Management including the Work Breakdown Structure (WBS)
- Cost and Procurement Management
- Time Management including the Resource Breakdown Structure
- Quality Management
- Risk Management
- Resource Management including Human Resource Management
- Communications Management

The PMP is kept to a single document. The startegy is to have a bird's eye overview of the most important limiting factor and to make it easier to analyze impacts each constraint can have on each other. Although the stakeholder management is elaborated in a separate document, it is part of the PMP. The strategy for implementing the stakeholder management in a separate document is to first define the stakeholder requirements and subsequently designing the PMP based on the defined stakeholder's requirements. Appendix 9 contains the PMP template and is designed to give a head start to any project.

Project Status Report Template

The Project Status Report Template compiled in Appendix 10, is designed to highlight project accomplishments, to identify outstanding issues. It also includes upcoming activities.

Minutes of a Meeting Template

Minutes should be recorded at all project meetings using the Minutes of a Meeting Template that is attached as Appendix 11.

The minutes should be sent to participants and other identified parties within a previously established period.

Issue Log Template

The issue log is a document used to identify issues that require a resolution. The designed issue log template in Appendix 12 also distinguishes between high, medium and low priorities.

Project Closure Report

In the project closure report, the project manager reviews all the information and ensures that alle project work is completed. If the project is terminated before completion this is also addressed. The project closure report also includes information on how the project documents are archived for future historical data. Appendix 13 contains template for project closure report. The project closure report can also be used to report the phase closure report.

Chart 19 contains a complete list of designed templates and phases that are associated with it.

Chart 19 Overview of presented templates (source: compiled by author)

Phase	Template
Initiate	SOW
	Project Roles and Responsibilities
Design	Project Charter
	Stakeholder Management and Communication Plan
	Project Management Plan
Implement	Issue Log Template
	Lessons Learned
Evaluate	Project Status Reporting Template
Deliver	Project Closure Report
	Document Distribution and Archive
Throughout the project	Minutes of Meeting

4.5   SPMM Implementation

To implement SPMM an implementation plan is designed in Appendix 16 The plan is targets a gradual rollout and makes use of designed templates of section 4.3. The SPMM Implementation Plan has been annexed, so it can serve as a standalone document that can easily be extracted and used to implement SPMM.

A gradual rollout allows localized implementation of SPMM, making it easier to adjust SPMM to fit Southwest's need and correct issues that may arise during this. The gradual rollout will be executed as follows:

Step 1: SPMM preparation

Before implementing the methodology, it is important to identify a team of personnel within Southwest including a project manager, who will be responsible for implementing the methodology. The team should encourage feedback from the various departments and make adjustments to the methodology where necessary. Personnel from Southwest who are part of the team will receive a general project management knowledge training. This is budgeted at SRD. 1595, = per person and will span over a period of 6 days (Bos Huizen Training & Consultancy Suriname, 2017).

Step 2: Pilot Project to test SPMM

After completing the training, the team will identify and prepare a pilot project to start the deployment of SPMM.
The Pilot Project allows the project team to demonstrate success on a small scale and to make adjustments where necessary. Success of the Pilot Project can be communicated companywide to gain support for the methodology.

To aid the team in this step, an Example Project has been developed in Appendix 17. The scenario presented in Appendix 17 is to exemplify the application of SPMM on a typical project of Southwest.

Step 3: Gradual rollout

After closing the Pilot Project, the SPMM implementation team will progress to phase 3 which is the gradual rollout of SPMM within Southwest.

The phase starts with a kickoff meeting. The kickoff meeting will formally introduce the project team to the personnel of Southwest. It will further outline the purpose, set the tone, clarify expectations and ensure that participants feel comfortable with upcoming interviews (Project Management Institute, 2013). The main goal is to promote communication and create enthusiasm and understanding among the stakeholders.

The kickoff meeting will consist of a presentation of SPMM, depicting how SPMM works and how it will streamline future project of Southwest and showcase success from the Pilot Project.

SPMM Training and General Project Management Training

This comprises of training of the various personnel of Southwest with the concepts of SPMM. The training will be served to the head and deputy heads of all the departments of Southwest. A typical training session is calculated to last 4 days á 6 hours per day per group of 9 people.

Although, training curriculum development is not within the scope of this graduation project, it is noted that for the curriculum should include:

- General concepts of project management (§ 2.2)
- Description of SPMM (§ 4.5)
- Group assignments to promote collaboration and group decision making when conducting projects.

To reduce expenses to implement SPMM, team members from SPMM Implementation Project will alternately train personnel of Southwest in General Project Management and how SPMM can be implemented to future project implementation.

Step 4: SPMM Implementation Closure

Once all identified personnel have been trained, the project team can take the appropriate steps to formally close the project.

5 CONCLUSIONS

1. The challenges facing Southwest was determined by interviewing appointed personnel, establishing that some project management practice exist within Southwest.

2. Lack of thorough planning, communication, knowledge of common project management practices and record keeping has made proper project execution a challenge and at time resulted in deliverables that do not satisfy with the business need.

3. SPMM was developed to standardize the current project management practices of Southwest. The methodology is based on existing decisions making process and introduces common project management practices, increasing Southwest capacity to carry out projects.

4. Documentation of project development offers opportunity to implement changes during execution and the possibility of improvements for future projects. This specific shortcoming was identified and is addressed in SPMM.

5. A total of eleven templates were created that cover all the knowledge areas as established by *PMBOK*® Guide. The templates were catered specifically towards Southwest by aligning these with current business practices.

6. SPMM was described in detail to ensure that the user understands the methodology as well its core ideas, enabling continuous improvement.

7. An implementation plan was developed encompassing a gradual rollout to ensure proper implementation of the developed methodology.

8. An example project was created to demonstrate how SPMM is applied to a typical project of the organization.

6   RECOMMENDATIONS

1. One of the challenges during this project was inconsistencies in literature. Although *PMBOK*® Guide considers itself a standard guide and not a methodology (Project Management Institute, 2013), Project Management Institute's owned projectmanager.com states that *PMBOK*® Guide is a methodology (Publicación UCI, 2017). The *PMBOK*® Guide does not explain the difference between its guide and a methodology nor does it elaborate on methodologies. However, the *PMBOK*® Guide is updated regularly and is therefore recommended to dedicate a section on project management methodologies in its next edition.

2. SPMM needs both, top-down and bottom-up support. The top of Southwest needs to raise awareness of SPMM and how it can contribute to its overall performance. However, since all top executives of Southwest are political appointments and changes from time to time, the bottom up support becomes important as well to maintain SPMM.

3. Trainings catered towards professionalizing Southwest are recommended as this will promote common project management practices and familiarize the department with terminology used in the *PMBOK*® Guide. The training as well as training need is included in the implementation plan.

4. SPMM together with all the templates, are not static documents and should be updated regularly to ensure that it responds effectively to Southwest's needs and any changes within its bureaucracy.

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8   APPENDICES

Appendix 1: FGP Charter

Process inputs: business case, statement of work, agreements, enterprise environmental factors, organizational project assets.
Tools and techniques: expert judgment, facilitation techniques.
Outputs: Charter

PROJECT CHARTER	
Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
Date	**Project Name:**
Issue date: 22 Aug 2016	The development of a Project Management Methodology for the Municipal Government of Paramaribo-Southwest
Knowledge Areas / Processes	**Application Area (Sector / Activity)**
Knowledge areas: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management and Project Stakeholders Management. **Process groups:** Initiating, Planning, Executing, Monitoring & Controlling and Closing.	Project Management Services Project Management Methodology
Start date	**Finish date**
Is the same as the issue date	02 Oct. 2016
Project Objectives (general and specific)	
General objective: To develop a Project Management Methodology for the Municipal Government of Paramaribo-Southwest, in order to improve project performance through standardization. Specific objectives: 1. To assess the organizational needs with regards to project management to establish the main components of the project management methodology. 2. To propose a framework for standardizing projects based on the specific needs gathered. 3. To develop project templates and techniques to apply to the management of future projects. 4. To describe how the proposed methodology works to ensure in-depth understanding of the methodology. 5. To create an implementation plan to utilize the proposed methodology.	

Project purpose or justification (merit and expected results)

The Municipal Government of Paramaribo-Southwest has been managing projects since its inception. To achieve this, a concept for management is developed at the start of every project. There is no formal project management framework, which causes errors and delays. In the hope to increase project success, constraint optimization and achieve a systematic and sustained improvement, a project management methodology, within the standard of Project Management Institute, will be developed and presented to department.

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

Project Management Methodology that will serve as a guide for initiating, planning, executing, monitoring and controlling and closing of Project for the Municipal Government of Paramaribo-Southwest.

Assumptions

Review and feedback of the project deliverables will be done on a timely manner.

Constraints

Supervisory support is mandatory for reviewing the project deliverables.

Preliminary risks

If documentation is not readily available, it might cause delays impacting the time.
If supervisory support is not adequately available, it can lead to a delay impacting the scope, time, cost and quality of the project.

Budget

Not defined yet

Milestones and dates

Milestone	Start date	End date
Status Quo report	October 25	November 7
Project Management Methodology	December 2	December 22
Implementation Guideline	December 23	January 8
Conclusions and Recommendations	December 23	January 8
Tutor Approval	January 26	January 26
Review Process	February 24	February 27

Relevant historical information

Organizational structure, Literature on Project Management Methodology

Stakeholders

Direct stakeholders:
FGP professor, District Commissioner and Districts Administrator of Southwest
Indirect stakeholders:
Academic assistant, personnel of Southwest

Project Manager: **H. Oemraw**	**Signature:**
Authorized by:	**Signature:**

Appendix 2: FGP WBS

The Development of a Project Management Methodology for the Municipal Government of Paramaribo Southwest

- **Degree Graduation Seminar**
  - FGP deliverables
    - Charter
    - WBS
    - 1. Introduction
    - 2. Theoretical Framework
    - 3. Methodological Framework
    - Annexes
      - Bibliography
      - Schedule
  - DGS Approval

- **Tutor Process**
  - Tutor assignment
  - Communication
  - Adjustments

- **Final Graduation Project Enrollment**
  - 4. Development
    - 4.1 Status Quo
    - 4.2 Project Management Methodology
    - 4.3 Implementation Guideline
  - 5. Conclusion
  - 6. Recommendations
  - Tutor Approval

- **Assignment of Reviewers**
  - Reviewers work
    - FGP reading
    - Reader Report

- **Adjustments**
  - Report for reviewer
  - FGP update
  - Second review by reviewer
  - Overall approval

- **Presentation to Board of Examiners**
  - Final review by board
  - FGP grade report

Appendix 3: FGP Schedule

ID	WBS	Task Mode	Task Name	Duration	Start	Finish
1	1		The Development of a Project Management Methodology for the Municipal Government of Paramaribo-Southwest	132 days	Aug 22 '16	Mar 7 '17
2	1.1		Degree Graduation Seminar	25 days	Aug 22 '16	Sep 23 '16
3	1.1.1		FGP deliverables	20 days	Aug 22 '16	Sep 16 '16
4	1.1.1.1		Charter	5 days	Aug 22 '16	Aug 26 '16
5	1.1.1.2		WBS	5 days	Aug 22 '16	Aug 26 '16
6	1.1.1.3		1. Introduction	5 days	Aug 29 '16	Sep 2 '16
7	1.1.1.4		2. Theorethical Framework	5 days	Sep 5 '16	Sep 9 '16
8	1.1.1.5		3. Methodological Framework	5 days	Sep 12 '16	Sep 16 '16
9	1.1.1.6		Annexes	15 days	Aug 29 '16	Sep 16 '16
10	1.1.1.6.1		Bibliography	15 days	Aug 29 '16	Sep 16 '16
11	1.1.1.6.2		Schedule	5 days	Aug 29 '16	Sep 2 '16
12	1.1.2		DGS approval	5 days	Sep 19 '16	Sep 23 '16
13	1.2		Module 1: Beginning of the tutorship	11 days	Oct 10 '16	Oct 24 '16
14	1.2.1		Tutor assignment	1 day	Oct 10 '16	Oct 10 '16
15	1.2.2		Communication	5 days	Oct 11 '16	Oct 17 '16
16	1.2.3		Adjusments	5 days	Oct 18 '16	Oct 24 '16
17	1.3		Module 2: Development of the tutorship	56 days	Oct 25 '16	Jan 24 '17
18	1.3.1		4. Development	44 days	Oct 25 '16	Jan 8 '17
19	1.3.1.1		Status Quo	2 wks	Oct 25 '16	Nov 7 '16
20	1.3.1.2		Project Management Methodology	3 wks	Dec 2 '16	Dec 22 '16
21	1.3.1.3		Implementation Guideline	0.4 wks	Dec 23 '16	Jan 8 '17
22	1.3.2		5. Conclusion	0.4 wks	Dec 23 '16	Jan 8 '17
23	1.3.3		6. Recommendations	0.4 wks	Dec 23 '16	Jan 8 '17
24	1.3.4		Tutor approval	1 wk	Jan 18 '17	Jan 24 '17
25	1.4		Module 3: Defense of the FGP	5 days	Feb 7 '17	Feb 13 '17
26	1.4.1		Reviewers work	5 days	Feb 7 '17	Feb 13 '17
27	1.4.1.1		Reviewer	5 days	Feb 7 '17	Feb 13 '17
28	1.4.1.1.1		FGP reading	5 days	Feb 7 '17	Feb 13 '17
29	1.4.1.1.2		Reader 1 report	1 day	Feb 13 '17	Feb 13 '17
30	1.5		Adjustments	11 days	Feb 14 '17	Feb 28 '17
31	1.5.1		Report for reviewers	9 days	Feb 14 '17	Feb 24 '17
32	1.5.2		FGP update	1 day	Feb 27 '17	Feb 27 '17
33	1.5.3		Second review by reviewers	0 days	Feb 27 '17	Feb 27 '17
34	1.5.4		Overall approval	1 day	Feb 28 '17	Feb 28 '17
35	1.6		Module 4: Graduation process	6 days	Feb 28 '17	Mar 7 '17
36	1.6.1		Final review by board	4 days	Feb 28 '17	Mar 3 '17
37	1.6.2		FGP grade report	2 days	Mar 6 '17	Mar 7 '17
38	1.7		FGP End	0 days	Mar 7 '17	Mar 7 '17

Project: schedule official
Date: Feb 27 '17

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

Page 1

Appendix 4: Interview notes
Interview Notes

Interview Details	
Company Name:	Southwest
Interviewee Name:	Kine Judith, BSc.
Interviewee Title:	Head of CIC

Questions	
Question:	What are your daily operations?
Notes:	Handling applications (provide assistance where necessary, screen applications, enter in database)

Question:	Does the department execute project-base work?
Notes:	No, but the department does assist if a request from external organizations (government agencies), where generally they oversee the project.
	H: Gives an example of a project and how the department almost exclusively carries out only projects.
	K Agrees that according to definition the tasks are project based and that not all project generate the same results. She also mentions about certain project where her department was engaged in last year, the billboard registration project and the chikungunya project.

Question:	Does the department keep historical information an closed projects?
Notes:	K: The department keeps data of the applications. No data on projects are kept, accept for pictures which are also available via their Facebook page. K also mentions that even after a project is conducted and she handles the "startup", other department don't communicate result back to her. She sometimes has to seek for results at other departments, but these should have been available in the SharePoint database.
	This was especially the case in the billboard project, where "illegal" billboard owners were summed to pay fees. But she was not informed about visits of people coming to pay, this caused delays in her work. She hopes that communications between departments are carried out often and that all information is made available.

Additional Notes
K emphasized that many projects have failed to have an impact or that they simply don't reach their goal due to lack of communication (internally and externally). Another problem is that is no clear description at the start and how the work will be done. On multiple occasions these have caused projects to go off track.

Interview Notes

Company Name: Southwest

Interviewee Name: Natacha Seymor, MPA

Interviewee Title: DA

Questions

Question: What are your daily operations?

Notes: Keeping track of Southwest budget. Ensure compliance for spending.

Question: Does the department execute project-base work?

Notes:
Yes, Southwest has conducted various projects in the past, from project regarding Zika virus, project where Billboard owners were traced and asked to pay dues are fresh ones that come to mind.
H: How are projects governed?
N: Projects are initiated after the need for it are established at DMT meeting. The heads of departments usually compromise (orally) on who is responsible for what. After this they proceed to do their planning and execute the work.

Question: Does the department keep historical information an closed projects? Do you have records of aforementioned projects?

Notes:
N: If by record you mean data on outcome, yes we do.
H: Those are deliverables; record are plans that were made on how the project will be executed or any issues during the project.
N: You have to check with the head of department for any record on project that they might still have.

Additional Notes

N mentions that one of the issues is that during project sometimes people forget to apply to general rules of the department. For example, purchases made needs to be accounted by providing 3 separate quotations.
She also brings forward that standardization will help the department to conduct projects more professionally. According to her, many project have started with good initiatives only to start lagging once hurdles present itself.

Interview Notes

Interview Details	
Company Name:	Southwest
Interviewee Name:	Roy Rozer
Interviewee Title:	Head of AD

Questions

Question:	What are your daily operations?
Notes:	Reviewing any letters that are addressed to the DC, these include permits, advise reports from various institutions; distribute documents that need distribution and advise the DC where needed. .

Question:	Does the department execute project-base work?
Notes:	Yes, Southwest has conducted various projects in the past. Mentions the same projects as Natacha. H: How are projects governed? R: It is DMT who decides how projects are conducted. R proceeds to provide information on how projects are initiated and executed using drawing.

Question:	Does the department keep historical information an closed projects? Do you have records of aforementioned projects?
Notes:	R: All project outcomes are kept with Document Information. H: Those are deliverables; record are plans that were made on how the project will be executed or any issues during the project. N: We only collect the end results. There is no culture to collect data of the planning. Planning is a task of the departments and they only requested to provide us with their advice or reports.

Additional Notes

- R gives access to some project deliverables and templates that are currently used.

Interview Notes

Interview Details

Company Name: Southwest

Interviewee Name: Altenberg Claudia

Interviewee Title: Head of CP (previously Head of EH)

Questions

Question: What are your daily operations?

Notes: Investigate environment and health for permits and complaints. Perform requests from such as setup of investigation teams for certain tasks.

Question: Does the department execute project-base work?

Notes: Yes. C mentions about a few of the projects that have been completed in the past.
H: Gives an example of a project and how the department almost exclusively carries out only projects.
K Agrees that according to definition the tasks are project based and that not all project generate the same results. She mentions that due to the nature of occurrence the department perceive these projects as operations, which they are not. She also mentions about quarterly investigation of all food selling and preparation companies (generally the ones that have received permit from Southwest, but if there are complaints she can also investigate these.

Question: How are projects conducted (planned and executed)?

Notes: C gives an overview of how projects start (the procedure), how planning takes place and how records are maintained.
Planning is done by the individual department, there is no central planning. The generated results are perceived as record (which is not correct).
When confronted about the scattered planning she mentions that indeed planning should be centralized and that not every department has the capacity to plan. Also because there is no central planning, there is no consultation with finance and HRM department. As a result, there were cases where workers could not even get a bottle of water.
Upon requesting a historical record of previously completed project she gives a document with list of owners of billboard. When told that this was no historical record, but rather a project outcome, she mentions that Southwest does not keep a record (after H outlines what a record is).

Key Notes

The methodology should distinguish between results and records. The templates should also coerce central planning with WBS.

Appendix 5: Statement of Work Template

Statement of Work

<Project Name>

Author: <Author>

[Publish Date]

COMMISSRIAAT PARAMARIBO ZUIDWEST

Statement of Work (SOW)

The SOW provides a narrative description of results to be delivered by the project.

Project Name   :
Assigned project manager :
Team members   :
Overseeing committee   :

Background

Scope

      Activities planned

      Deliverables

Cost Estimates

Duration Estimates

COMMISSRIAAT PARAMARIBO ZUIDWEST

Appendix 6: Roles and Responsibilities Matrix Template

This template is used to determine the various roles and responsibilities within the project and consists of

- *Table with names and contact details of project team members*
- *RACI chart*

Project Name:

Fill out the next table providing information on the project team members.

Chart 20 Project Team (source: compiled by author)

	Title	Contact Details
[name]	Project Manager	
[name]	Team Member – [expertise]	
[name]	Team Member – [expertise]	

Using the provided description below fill out the RACI table on the next page.

Description:

Responsible	R	Coordinates work and ensures it is complete.
Accountable	A	Accountable for the deliverable including sign-off and confirmation that deliverable is acceptable.
Consulted	C	Consulted about the requirements.
Informed	I	Informed or notified of the project progress.

Chart 21 RACI Matrix (source: compiled by author)

Deliverable		Individual or Department			
		[Project Manager]	DMT	[Department A]	Person
	[Phase]				
	[Activity]				
	Create Project Charter	R/A	C/I		
	[Phase]				
	[Activity]				
	[Phase]				
	[Activity]				

Appendix 7: Project Charter Template

Project Charter

<Project Name>

Author: <Author>

[Publish Date]

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Issue date:

Project name:

Start date: **Finish date:**

Background:

Provide a high level overview of what lead to initiation of the project and how the project will support Southwest.

Project Objectives:

Describes the objectives (what) and how this should align to business goals. Specific objectives are part of the general objective.

General objective:

Specific objectives:

1.

2.

Project final deliverables:

Specific deliverables the project will generate. These are related to the specific objectives and can be a product, service or result.

Implementation Approach:

Describes the planned implementation approach, including the various phases of the project and how allocated resources (budget, personnel and documentations) will be requested.

COMMISSRIAAT PARAMARIBO ZUIDWEST

Describes how the project will be tracked, including schedule, scope and budget tracking.

Describes the types of communication (meetings, presentations and status updates) and frequency to specific entities (stakeholders and team members).

Change request: describes how changes to the project will be tracked and managed and who are responsible for requesting, reviewing and approving project changes.

Assumptions:

Describes the resources that are assumed to be available.

Constraints:

Describe the constraints that might restrict or limit the project from progressing.

Preliminary risk:

Describe any identified risk

Budget:

Describes the cost associated with the project.

Milestones:

List any significant point or event should be described here, including the start and end dates.

Stakeholders list:

List identified stakeholders

1. DMT

2. DB

3. LC

4.

Project Manager: **Authorized by:**

Signature: Signature:

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Appendix 8: Stakeholder Management and Communication Plan

Stakeholder Management and Communication Plan

<Project Name>

Author: <Author>

[Publish Date]

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Version History

Version	Comments	Release Date	Revised by

Stakeholder identification and approach

Instructions

- *Describe how stakeholders are identified*
- *Describe how the stakeholder expectations are analyzed*
- *Describe how the stakeholder can impact the project*
- *Describe how to manage stakeholders*

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Stakeholder Register

#	Stakeholder Name	Stakeholder Position	Contact Information	Requirements	Expectations	Power Level	Interest Level

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Power/Interest Grid

Power	**High**	Keep Satisfied	Manage Closely
	Low	Monitor	Keep informed
		Low	**High**
		Interest	

Figure 12 Power/Interest Grid (source: Compiled by author)

Keep Satisfied

Describe how to actively engage stakeholders during the project

Manage Closely:

Describe how to actively engage stakeholders during the project

Keep informed:

Describe how to actively engage stakeholders during the project

Monitor:

Describe how to actively engage stakeholders during the project

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Stakeholder Communication Strategy

Fill out the communication strategy table based on communication plan (see PMP template) and stakeholder management.
Keep track of communication using the Communication Log Template

Chart 23 Communication Strategy Matrix (source: compiled by author)

Stakeholder	Owner	Information	Communication method	Frequency
DMT	Project Manager	Project updates	Meeting Written report Email updates	Bi-weekly
DMT, LC, DB Media	Project Manager	Communiques and press releases	Printed invitation Electronic invitation (email, Facebook)	On request

Stakeholder: The stakeholder that is communicated to
Owner: who is responsible for the communication
Information: What need to be communicated to the stakeholder
Communication method and technology: oral/written
Via electronic media of via printed paper
Frequency: How often communication will take place

Appendix 9: Project Management Plan

Project Management Plan

<Project Name>

Author: <name>

<date published>

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Version History

Version	Comments	Release Date	Revised by

Project Name:

Document Purpose

This document describes how the project will be executed, monitored and controlled.

Document owner

This document is produced by the project manager

Instructions

To compose a Project Management using this template:

- *Replace the title on the cover page with the name of the project.*

- *Save your document with a filename in accordance with naming standards.*

- *Complete this template using the local instructions*

- *If not already done, delete all instructions*

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<div align="center">**Chart 24 PMP Log (source: compiled by author)**</div>

Activity	Date	Comments	Stakeholder
PMP 1.0 is submitted to DMT	\<Date\>	PMP 1.0 still needs the following adjustments 1. Change scope definition 2. Allocate SRD 60 for transportation instead of SRD 51	DMT
PMP 1.0 is submitted to LC for approval	\<Date\>	LC has no remarks	
PMP 2.0 is submitted to DMT for approval	\<Date\>	DMT approves the PMP 2.0	DMT
PMP 2.0 is submitted to LC	\<Date\>	PMP 2.0 is approved by LC	LC

Summary

Describe why the project was undertaken, and how it will benefit Southwest.

Integration Management

Project Governance and Project Team

The following figure contains an organogram. Add/Remove units as necessary and add names to the various units.
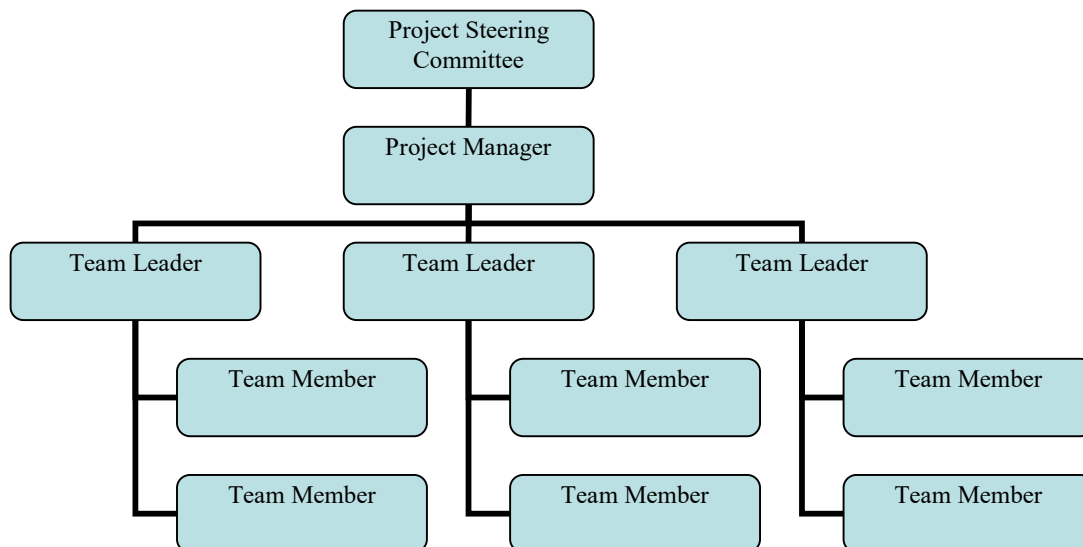
Figure 13 Project Organogram (source: compiled by author)

Change Request

Describe how changes will be managed including:

- *How changes will be issued and requested*
- *How changes will be approved, including who will approve*
- *How approved changes will be implemented by the project team*

Close Project or Phase

Describe how a phase or the project will formally be closed, how materials, including lessons learned will be archived.

Scope Management

Describe the following:

- *What is within the scope of the project*
- *How will the scope be managed?*
- *What are the requirements that needs to be collected?*
- *Responsibilities of each team member*
- *Break down the project using the work breakdown structure (see Figure 14).*
- *List the project deliverables and the stakeholders that it must be delivered to.*
- *How the acceptance of completed deliverables will be formalized?*
- *Create a Work Breakdown Structure using the figure on the next page.*
  Add/Remove units as necessary.
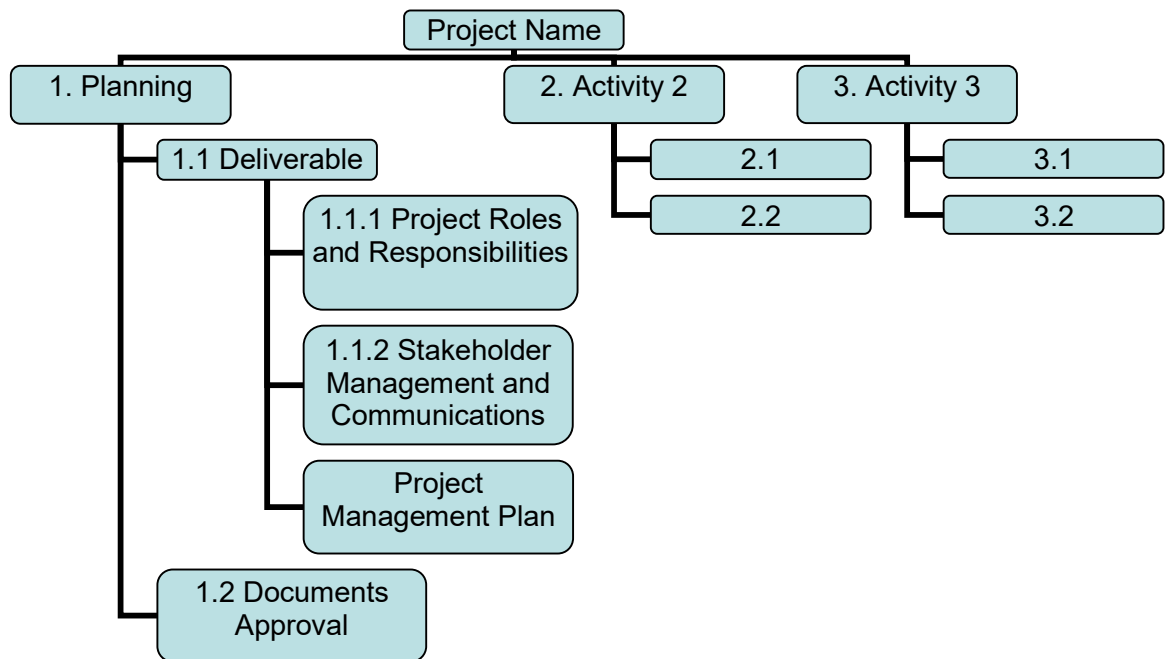
Figure 14 WBS (source: compiled by author)

Chart 25 WBS Dictionary (source: compiled by author)

#	WBS name	Description
1	Planning	

Time Management

- *List the activities that must be undertaken to complete the project*
- *List the sequence (if applicable)*
- *Estimate activity duration*
- *Develop the schedule using the following the table on page*

Chart 26 Gantt Chart (source: compiled by author)

Project Name
Project Manager
Project Start Date   2-Jan-17

WBS	Activity	Owner	Prede-cessor	Planned			Actual			M 1/2	T 1/3	W 1/4	T 1/5	F 1/6	M 1/9	T 1/10	W 1/11	T 1/12	F 1/13	M 1/16	T 1/17	W 1/18	T 1/19
				Duration	Start	End	Duration	Start	End														
1	Planning			8	2-Jan-17	13-Jan-17	8	3-Jan-17	13-Jan-17														
1.1	Deliverables	PM		4	2-Jan-17	6-Jan-17	6	3-Jan-17	10-Jan-17														
1.2	Document approval	PM/DMT/LC		4	9-Jan-17	13-Jan-17	2	12-Jan-17	13-Jan-17														
2	Activity																						
2.1																							
2.2																							
3	Activity																						
	Overal Project		Green: On track Red: Out of	8	2-Jan-17	23-Jan-17	8	3-Jan-17	25-Jan-17														
					16			17															

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Cost Management and Procurement

Describe the various costs associated with activities from the scope plan, including how the cost is determined.

Describe how planned funds will be requested

- *Describe the procedure for requesting funds*
- *Describe procedure for procurement (if necessary)*
- *In order to clarify the expenditure, a soft copy of all the receipts and quotations are saved and the hard copy is submitted to DA.*

Chart 27 Cost Sheet (source: compiled by author)

WBS	Activity	Amount	Price (SRD)	Price (SRD)	Budget (SRD)	Expense (SRD)	Clarifcation #
	Project Name						
1	Planning				481.5	151	
1.1	Deliverables				151.5	151	
	Transporation cost	10	5.15	51.5	51.5	50	
	Other cost	-	-		100	101	
1.2	Document approval				330	0	
	Cartridge	1	280	280	280		
	A4 paper	2	25	50	50		
2	Activity						
3	Activity						
	Overall Project				481.5	151	

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Procurement

Use the purchase form for any purchases

Seek quotations of 3 vendors for any purchases under SRD 4000

Seek quotation of 3 vendors and approval by CC for purchases above SRD 4000.

Use the project procurement table to determine the choice of vendor.

Chart 28 Procurement Sheet (source: compiled by author)

WBS	Procurement item	Vendor Prices	Note
1.2	Paper A4	Kirpalani SRD 20a **Office depot SRD 21** Smart connexxion SRD 25	Choice: Office depot, due to distance and flexibility for payment

Quality Management

Describe how the quality of the project deliverables will be tested, verified, reviewed and reported.

Risk Management

Describe the risk associated with the project
Describe how the risks can affect the project and how these can be minimized.

Resources Management

Describe available personnel for the project and their availability.
Describe required resources (vehicles, camera, beamer, conference room etc.) and date required.

Chart 29 HRM Sheet (source: compiled by author)

Name	WBS #	Activity	Date needed	Confirmation
John		Scouting area South	<Date>	
Jane		Scouting area North	<Date>	
Judith		Driving personnel	<Date>	

Chart 30 Resources Tracking (source: compiled by author)

Name	Date needed	Note
Chevrolet	<Date>	Approved by the DC
Bus	<Date>	Approval pending

Communications Management

Describe how internal communication will take place (medium used and frequency of communication)

Describe how external communication will take place, including communication method, frequency, owner).

The stakeholder management plan contains information on communication with various stakeholders.

Use the Communication Log to track communications of the project.

Chart 31 Communications Log (source: compiled by author)

Information	Stakeholder	Sender	Date	Delivery confirmation
Project Status report 1 – Email PMP 1.0	DMT	PM	1-1-2017	Yes

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Appendix A

Quotation Form

From   : (company name)
Address   :
Phone   :

Dear seller,

Please provide your prices for the following items.

Order detail

Item	Quantity	Unit Price	Total Price
		Subtotal	
		Other	
		Total	

Other details

Representative name:

Signature

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Appendix 10: Project Status Reporting Template

Project Status Reporting

Project name:

Chart 32 Project Status Breakdown (source: compiled by author)

		On track	On track with minor issues	Off track
	Overall Status			
Status Breakdown	Scope			
	Schedule			
	Time			
	Quality			
	Resources			
	Procurement			
	<other>			

Activities accomplished

[activity name]	[date finished]
[notes]	

Activities in progress

[activity name]	[date started] [anticipated finish date]
[notes]	

Missed deadlines

[activity name]	[due date] [new scheduled due date]
[notes]	

Upcoming activities

[activity name]	[start date] [anticipated finish date]
[notes]	

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Appendix 11: Minutes of Meeting

Project Name

Meeting Details

Meeting Chairman	:	Date	:	
Project Manager	:	Time	:	
Minute secretary	:			

List of Attendees

Regrets

Agenda:

Meeting Notes:

Resolutions
#	Description	Action
1.		
2.		

4. Next meeting
[date, time, location]

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Appendix 12: Issue Log Template

Issue Log

Project Name:

Project Manager

Chart 33 Issue Log (source: compiled by author)

Issue Title	Date created	Issue type	Issue Owner	Issue Status	Date Resolved

Issue Priority

High
Medium
Low

Appendix 13: Project Closure Report

Project Closure Report

<Project Name>

Author:
[Publish Date]

Document Approval

Author	Reviewed by	Authorized by

Version History

Version	Comments	Release Date	Revised by

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General Information

Project Name

**Project
Manager**

**Reason for
Project
Closure**

Project Performance

Chart 34 Project Performance Breakdown (source: compiled by author)

	Planned	Actual	Variance
Start Date			
Finish Date			
Budget			

Project Summary

Describe how the project was implemented

Describe any significant occurrences during the project's implementation and how they were handled.

Describe how the project success has benefited the organization

Appendix 14 Lessons Learned

Project Name:

Describe any incidents or other significant occurrences that have happened during the project and how they were addressed.

Chart 35 Lessons Learned (source: compiled by author)

#	Description	Impact	Recommendation
	Occurrence that required intervention or needed to be addressed.	*Impact of the occurrence*	*How to prevent this from repeating*

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Appendix 15 Document distribution and archive

Project Name:

Summarize how the generated documents of the project are distributed and where these are archived.

<p align="center">**Chart 36 Document archive (source: compiled by author)**</p>

Item	Location
PMP	Send via email/hard copy to AD for archiving

Appendix

Attach appendices (if applicable)

Appendix 16 SPMM Implementation Plan

Project Management Plan

SPMM Implementation Plan

Author: Hrishikesh Oemraw

15 February 2017

COMMISSRIAAT PARAMARIBO ZUIDWEST

SPMM IMPLEMENTATIBO PLAN

Project Name: SPMM Implementation

Document Purpose

This document describes how the SPMM will be implemented, monitored and controlled.

Document owner

This document is produced by the Hrishikesh Oemraw and is owned by Municipal Government of Paramaribo Southwest

SPMM IMPLEMENTATION PLAN

Chart 37 SPMM Implementation Log (source: compiled by author)

Activity	Date	Comments	Stakeholder

SPMM IMPLEMENTATION PLAN

Summary

Ongoing decentralization in Suriname has increased the duties and responsibilities of Southwest. As a result, Southwest not only needs to perform more with the same budget, it also has to conduct more projects.

Seeking a solution to cope with prospective challenges, a project management methodology named SPMM has been developed.

The goal of SPMM is to

- Allow Southwest to quickly adapt to new challenges with minimum resources invested.
- Build a successful project management culture that will enable effective utilization of project management methodology.
- Standardize the project management approach, reducing the need to reinvent project management tools and techniques and to create a common frame of reference.
- Expand the skills of its labor force and increase their motivation and productivity.
- Reduce the risk of project failure.
- Successfully deliver projects within the time, budget, scope and quality constraints.
- Keep its stakeholders satisfied

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SPMM IMPLEMENTATION PLAN

Integration Management

Project Governance and Project Team
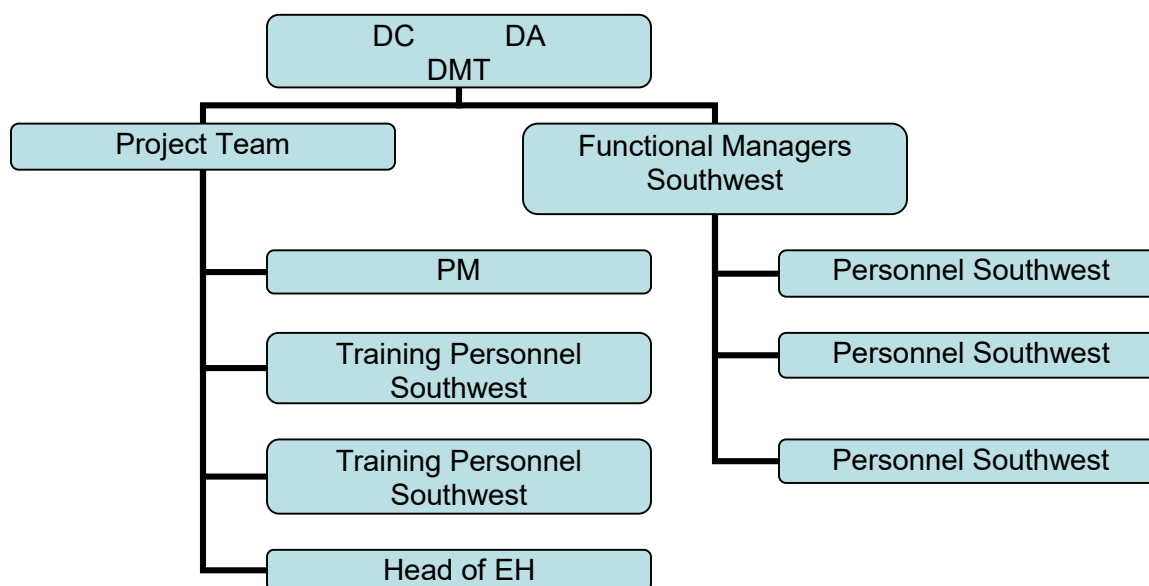
Figure 15 SPMM Implementation Governance (source: compiled by author)

Change Request

- Change request can be issued by the project manager in consultation with project team members and must be approved by the DC before implementation.
- Any approved changes must be communicated via the project manager to the team members. The project manager is responsible for correct implementation of the changes.

Close Project or Phase

At the end of each phase, the project deliverables must be submitted to DC for approval. After the execution phase is finished, a final report containing project details must be submitted to DC for approval and closing of the project.

Once approval from DMT is gained, the project team updates the lessons learned are accumulated for project archiving.

SPMM IMPLEMENTATION PLAN

Scope Management

The scope of this project is to implement SPMM for managing administration projects of Southwest.

This will be achieved by the following steps:

1. Establish a project team, this team will support the implementation of SPMM.
2. Identify and initiate a Pilot Project to test SPMM.
    2.1. To identify early shortcomings of the methodology during Pilot Project
    2.2. Adjust SPMM where necessary.
    2.3. Demonstrate small scale success of SPMM by successful Pilot Project delivery
3. Gradual Implementation of SPMM by of training personnel
4. Document the methodology by communicating all project documents to AD for archiving

To help guide the Pilot Project a scenario project named Inspection of Food Handlers located at Sir Winston Churchilweg has been detailed and included in Appendix 17.

Requirements

Before implementing SPMM two trainers from Southwest will receive a general project management training from an external source. Afterwards, the trainer can use the gained knowledge to educate their colleagues of Southwest. The training provided by the external source is not proprietary and incorporates a train-the-trainer model.

To implement SPMM requires to identify the number of personnel that need to be trained. Chart 39 identifies the departments and the amount of personnel from each department that will be trained.

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SPMM IMPLEMENTATION PLAN

Chart 38 Identified departments and number of personnel that will be trained (source: compiled by author).

Department	Number of identified trainees	Sum
Number of personnel trained by external training provider	2	2
DC	1	36
Legal Affairs	2	
EH	2	
CP	2	
CIC	2	
MJ	3	
DFP	2	
AD	3	
TD	2	
Weg naar Zee	2	
Welgelegen	2	
Livorno	2	
Latour	2	
Pontbuiten	2	
Tammenga	2	
Flora	2	
Extra	3	

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SPMM IMPLEMENTATION PLAN
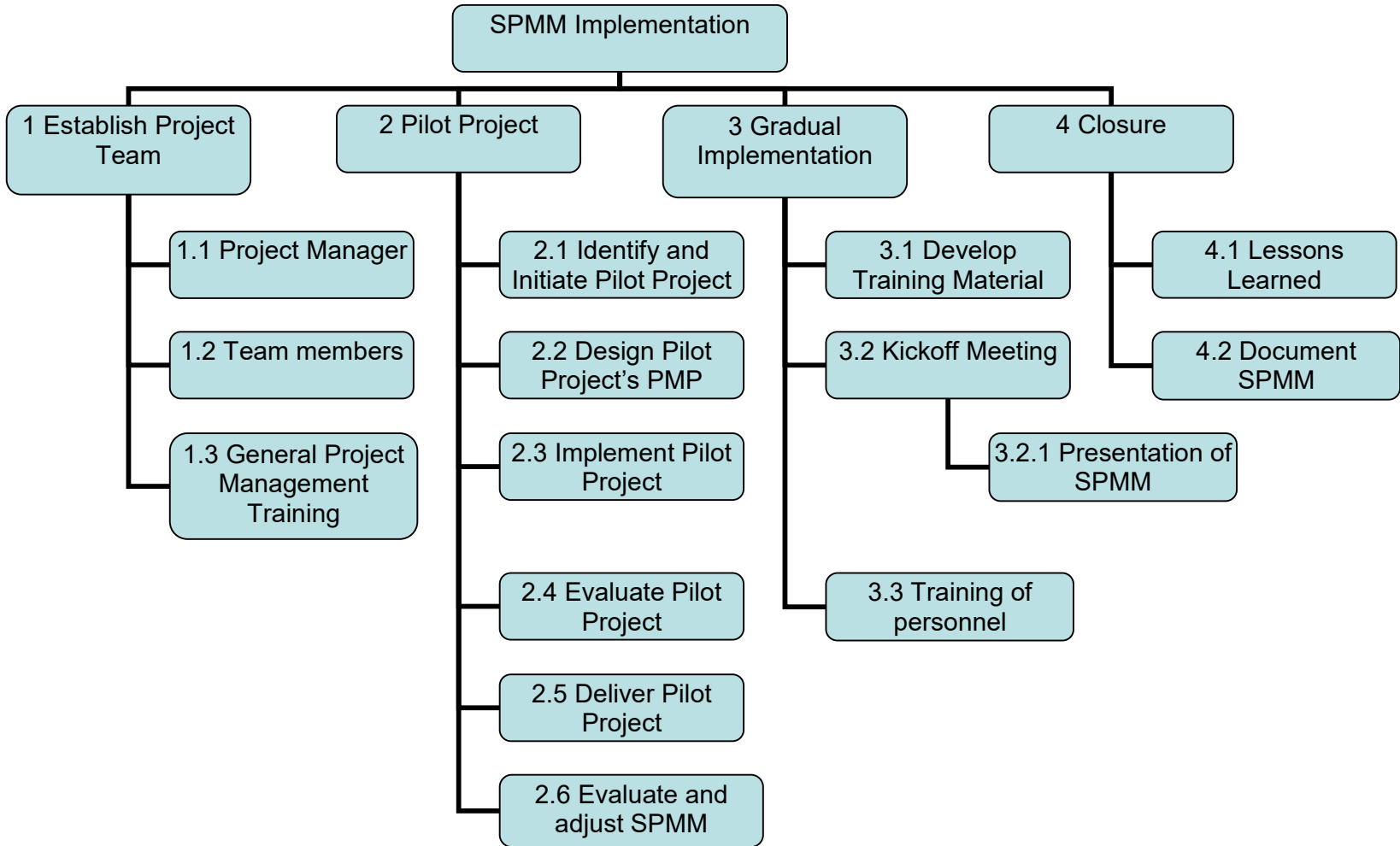
Figure 16 SPMM Implementation WBS (source: compiled by author)

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SPMM IMPLEMENTATION PLAN

Chart 39 SPMM Implementation WBS dictionary (source: compiled by author)

#	WBS name	Description
1	Establish Project Team	Identify the SPMM Rollout Team
1.1	Project Manager	This is SPMM rollout project manager
1.2	Team Members	Identify 2 personnel of Southwest who will help to implement SPMM Rollout
1.3	General Project Management Training	This a training catered toward team members of SPMM Rollout to familiarize the team with Project Management Concepts
2	Pilot Project	The Pilot Project serves as small scale implementation of SPMM
2.1	Identify and Initiate Pilot Project	The Initiation phase of the Pilot Project
2.2	Design Pilot Project's PMP	The Design Phase of the Pilot Project
2.3	Implement Pilot Project	The Implementation Phase of the Pilot Project
2.4	Evaluate Pilot Project	The Evaluation Phase of the Pilot Project
2.5	Deliver Pilot Project	The Closure Phase of the Pilot Project
2.6	Evaluate and adjust SPMM	During the execution of the Pilot Project, SPMM will be evaluated and adjusted where necessary.
3	Gradual Implementation of SPMM	The gradual rollout of the application of SPMM
3.1	Develop Training Material	Using the gained knowledge, the project team develops training material for Southwest
3.2	Kickoff Meeting	Kickoff Meeting to formally announce roll out of SPMM
3.2.1	Presentation of SPMM	Present a high level description of SPMM

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SPMM IMPLEMENTATION PLAN

#	WBS name	Description
3.3	Training of personnel	General Project Management training and training on how to implement SPMM
4	Closure	Necessary Steps for Project Closure
4.1	Lessons :Learned	Write Lessons Learned
4.1	Document SPMM	Communicate all document to head of AD for archiving

Time Management

The list of activities and their sequence is included in the Gantt Chart on the next page.

The Gantt chart will be extracted and used as a tool for tracking project progress.

Duration Estimates

Based on data provided by Bos Huizen Training & Consultancy Suriname, the duration of the General Project Management Training is expected to last 6 days.

The Pilot Project that the project team will conduct is expected to span 20 days.

Since the training will be carried out by trainers of Southwest, it is estimated that they will require 10 days to develop the training material.

The training of personnel wil last 16 days based on:

     Training duration per group   : 4 days

     Number of trainees per group   : 9

     Total number of trainees   : 36

     Duration = (36/9) × 4 = 16 days

Writing Lessons Learned and archiving SPMM is estimated to last 4 days.

SPMM IMPLEMENTATION PLAN

Chart 40 SPMM Implementation Gantt Chart (source: compiled by author)

Project Name	SPMM Implementation
Project Manager	TBD
Project Start Date	TBD

WBS	Activity	Owner	Prede-cessor	Planned Duration (days)	Planned Start	Planned End	Actual Duration	Actual Start	Actual End	M 2/27	T 2/28	W 3/1	T 3/2	F 3/3	M 3/6	T 3/7	W 3/8	T 3/9	F 3/10	M 3/13	T 3/14	W 3/15	T 3/16	F 3/17
1	**Establish Project Team**			**7**																				
1.1	Assign Project Manager	DC DMT		1																				
1.2	Assign Team Members	DC DMT		1																				
1.3	General Project Management Training	PT	1.2	6																				
2	**Pilot Project**			**20**																				
2.1	Identify and Initiate Pilot Project	PT	1.2	3																				
2.2	Design Pilot Project's PMP	PT	2.1	5																				
2.3	Implement Pilot Project	PT	2.2	5																				
2.4	Evaluate Pilot Project	PT	2.2	5																				
2.5	Deliver Pilot Project	PT	2.4	2																				
2.6	Evaluate and adjust SPMM	PT DC	1.2	20																				
3	**Gradual Implementation of SPMM**			**27**																				
3.1	Develop Training Material	PT	2.6	10																				
3.2	Kickoff Meeting	PT	2.6	1																				
3.2.1	Presentation of SPMM	PT	3.1	1																				
3.3	Training of Personnel	PT	3.1.1	16																				
4	**Closure**			**5**																				
4.1	Lessons Learned	PT	3.2	4																				
4.1	Document SPMM	PT	4.1	1																				

Overall Project — 59

Plan
Realized

PT = Project Team DC = District Commissioner
DMT = District Management Team TBD = To Be Determined

SPMM IMPLEMENTATION PLAN

Cost Management and Procurement

The following expenditure have been calculated for this project
- Cost for educating trainers
- Cost of food and water for personnel during training
- Cost for developing training Material

Specifics for calculating budget:
- Food + water : SRD 5 + SRD 5 = SRD 10
- Number of Trainers : 2
- Number of trainees : 36
- Cost for producing training material : SRD 10

Cost for conducting Pilot Project has been projected at SRD 250,=. The project team needs to ensure that the Pilot Project can be completed within this budget constraint. Approved budget must be communicated with the DA.

Funds can be requested from DFP for cash payout.
In order to clarify the expenditure, a soft copy of all the receipts and quotations are saved and the hard copy is submitted to DFP.

Procurement
General Project Management Training will be outsourced to a certified trainer. Based procurement regulation, a minimum of 3 consultants have been identified and are presented in Chart 41.

The budget is attached to the project and can serve as a standalone document to track project expenditure.

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Chart 41 Identified Trainers for General Project Management Training
(source: compiled by author)

Source	Price (SRD)	Contact	Comment
SMART Suriname	1595	info@smartsuriname.sr	Price based on info provided on website
Bos Huizen Training & Consultancy Suriname	TBD	klantenservice@ boshuizentraining.com	
Pragmatic NV	TBD	mail@pragmaticnv.com	Project Management Institute certified trainer

Chart 42 SPMM Implementation Cost Sheet (source: compiled by author)

SPMM Implementation

WBS	Activity	Unit Cost (SRD)	Quantity	Cost (SRD)
1	**Establish Project Team**			
1.1	Assign Project Manager			
1.2	Assign Team Members			
1.3	General Project Management Training	1595	2	3190
2	**Pilot Project**			250
2.1	Identify and Initiate Pilot Project			
2.2	Design Pilot Project's PMP			
2.3	Implement Pilot Project			
2.4	Evaluate Pilot Project			
2.5	Deliver Pilot Project			
2.6	Evaluate and adjust SPMM			
3	**Gradual Implementation of SPMM**			
3.1	Develop Training Material	10	36	360
3.2	Kickoff Meeting			
3.2.1	Presentation of SPMM			
3.3	Training of Personnel Food + Water	10	152	1520
4	**Closure**			
4.1	Lessons Learned			
4.2	Document SPMM			
	Total Cost			**5320**

SPMM IMPLEMENTATION PLAN

Quality Management

The quality of the training and implementation must be reviewed by the DC.

Risk Management

There is a risk that policy changes resulting in change of management might delay the project, as new managers will have to be informed of the project. To mitigate this risk, the project is budgeted with 3 extra persons in mind.

Resources Management

Chart 43 represents the Human Resources that have been identified by the DC and can be confirmed once a project start date has been determined. Resources that will be borrowed or requested from AD are presented in Chart 44.

Chart 43 SPMM Implementation HRM (source: compiled by author)

Name	Activity	Date needed	Confirmation
Anjelie	Training of personnel	<Date>	pending
Santosh	Training of personnel	<Date>	pending
<Name>	Project Manager	<Date>	To be determined

Chart 44 SPMM Implementation Resource Requirements (source: compiled by author)

Resource	Date needed	Note
Training Room	<Date>	Available via AD
Camera	<Date>	Available via AD
Beamer	<Date>	Available via AD
Laptop	<Date>	Available via DC
A4 papers	<Date>	Available via AD
Maps	<Date>	Available via AD
Marker	<Date>	Available via AD
White Board	<Date>	Available via AD

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SPMM IMPLEMENTATION PLAN

Communications Management

Internal communication with DC, DA, DFP, AD, EH & Livorno will be done using memo format as frequently as the project manager deems necessary.

Communications with external sources will be done using electronic emails. All communication must be attached to the project and send to archiving upon project completion.

All communication is done by the project team and must be initiated after approval from the project manager.

Chart 45 SPMM Implementation Communication Planning (source: compiled by author)

Information	Stakeholder	Sender	Frequency
Team Meeting	Team members	PM	Daily
Project progress	DC, DA	PM	Weekly
Logistics request	AD	PM	On demand
Presentation	DMT	PM	On demand
Procurement Communication	External DC DA	PM Team	On demand
Training dates	DMT	Team	On demand

Stakeholder identification and approach

Chart 46 lists the identified stakeholders of the SPMM implementation plan. Using the Stakeholders list, Figure 17 provides information on Stakeholder analysis and engagement.

SPMM IMPLEMENTATION PLAN

Stakeholder Register

#	Stakeholder Name	Stakeholder Position	Contact Information	Requirements	Expectations	Power Level	Interest Level
1	DC	Sponsor			Timely completion of projects Organizational change	H	H
2	DA	Funding authority			Proper documentation of expenditure	H	L
3	AD	Provide Logistics		Approval of DC	Timely request	L	H
4	DFP	Finance Administration		Approval of DA	Timely request of funds Clearly outlined budget	L	L
5	DMT	Sponsor			Gain Knowledge	H	H
6	Trainers	Team Member		Approval of DC	Gain Knowledge	L	H
7	Training Seller	External Stakeholder		Clearly defined expectations	Timely payment of fees	L	H

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SPMM IMPLEMENTATION PLAN

Power/Interest Grid

Power	**High**	Keep Satisfied DA Trainers Training sellers	Manage Closely DC DMT
	Low	Monitor DFP	Keep informed AD
		Low	High
		Interest	

Figure 17 SPMM Implementation Power/Interest Grid (source: Compiled by author)

Keep Satisfied

Regular communication and feedback of project progress

Manage Closely:

Describe how to actively engage stakeholders during the project

Keep informed:

Timely request of project resources
Timely release of monetary funds

Monitor:

Ensure receipts are transferred to this stakeholder

SAMPLE PROJECT

Appendix 17 Sample Project

Description

This annex contains a scenario project in which project to demonstrate how the Southwest Project Management Methodology works.

The example is based on the annual project during which Southwest inspects the food handlers within its jurisdiction.

To keep the project compact, the area of inspection is limited to Sir Winston Churchilweg area of Paramaribo Southwest.

In the scenario the Head of EH serves as the project manager and is supported by personnel of EH and Livorno. Accept for the Minutes of Meeting Template, all other templates are used for this scenario and are listed in Chart 47.

Chart 47 Templates used for Sample Project (source: compiled by author)

Template	Written by
SOW	DMT
Roles and Responsibilities	DMT
Charter	Project Manager
Stakeholder Management and Communication plan	Project Manager
Project Management Plan	Project Manager
Project Status Reporting	Project Manager
Issue Log	Project Manager
Project Closure Report	Project Manager
Lessons Learned	Project Manager
Document distribution and archive	Project Manager

What is not included
Minutes of Meeting,

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SAMPLE PROJECT

Checklist for inspection of food handlers was requested from AD and is included as an annex to the PMP.

The following Food handlers were identified via AD.

1. Adjay Bakery   Sit winston Churchilweg   1
2. Adjay Restaurant   Sir Winston Churchilweg   3
3. Lee's Food Corner   Sir Winston Churchilweg   7
4. Delicious Food House   Sir Winston Churchilweg   36
5. Roos Roti shop   Sir Winston Churchilweg   103
6. Restaurant Vietnam   Industrieweg Zuid   50
7. Wesje BBQ   Industrieweg Zuid   63

SAMPLE PROJECT

Statement of Work

Inspection of food houses located at
Sir Winston Churchilweg

Author: DMT

14 February 2017

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SAMPLE PROJECT

Statement of Work (SOW)

The SOW provides a narrative description of results to be delivered by the project.

Project Name : **Inspection of food houses located at**
Sir Winston Churchilweg

Assigned project manager : Mrs. C. Altenberg

Team members : Personnel of EH and Livorno

Overseeing committee : DMT

Background

Southwest commits itself to ensure compliance to established health and safety policies and guidelines for the preparation and handling of food. In line with this objective the District Management Team has decided to conduct a project within the area of Sir Winston Churchilweg, to determine and ensure that food handlers are committing to the guidelines as established with the permit.

Scope

Activities planned

- Identify the number of food handlers
- Organize personnel of Headquarters and the Livorno county for inspection
- Perform inspection

Deliverables

- Report of findings

Cost Estimates

Logistical resources are borrowed from Southwest

Cost for food, drink and transportation is budgeted at SRD 200

Duration Estimates

Planning 5 Days + Execution 3 days

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SAMPLE PROJECT

Roles and Responsibilities

Project Name: Inspection of food houses located at Sir Winston Churchilweg

Chart 48 Sample Project Roles and Responsibilities (source: compiled by author)

Name	Title	Contact Details
Altenberg Claudia	Project Manager	895 9933 c.alte@gmail.com
Mr. Smith	Team Member – EH	8622695
Ms. Drieling	Team Member-EH	8823742
Mr. Aloema	Head of Livorno Team Member	481156 a.andres@gmail.com
Ms. Jane	Team Member Livorno	481156
Mr. John	Team Member Livorno	481156
Mr. Dheeradj	Bus driver	481156

Description:

Responsible	R	Coordinates work and ensures it is complete.
Accountable	A	Accountable for the deliverable including sign-off and confirmation that deliverable is acceptable.
Consulted	C	Consulted about the requirements.
Informed	I	Informed or notified of the project progress.

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SAMPLE PROJECT

Chart 49 Sample Project RACI Matrix (source: compiled by author)

Deliverable	Individual or Department					
	Altenberg	**DMT**	**Livorno**	**EH**	**DA & DFP**	**AD**
Initiate						
Project Charter	R/A	C/I	I	I	I	
Design						
Project Management Plan	R/A	C/I	I	I	I	
Stakeholder Management and Communication Plan	R	C/I	I	A		
Implement						
List of Food Handlers	A	I	A	R		R
Checklist for inspection	A	I	I	I		R
Logistics	A	I	R	R		R
Perform inspections	R	I	A	A		I
Inspection Reports	R		A	R/A		
Status report	R	I				
Evaluate						
Evaluate the execution	R		R/A	R/A		
Deliver						
Report of findings	R	A	C	C	I	
Project Administrative Closure	R	I	R	R		I

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SAMPLE PROJECT

Project Charter

**Inspection of food houses located
at Sir Winston Churchilweg**

Author: Altenberg C.

16 February 2017

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SAMPLE PROJECT

Issue date: 16 February 2017

Project name: Inspection of food houses located at Sir Winston Churchilweg

Start date: 1 March 2017   **Finish date: 20 March 2017**

Background:

Southwest is committed to guaranteeing safety of its community. In line with this, it is the duty of Southwest to ensure food handlers are preparing and handling food according to guidelines and laws as established by the central government.

This project will be limited to inspection of food handlers of the Sir Winston Churchilweg, area.

Project Objectives:

General objective:

- To conduct inspections of food handlers of the Sir Winston Churchilweg, to determine and ensure compliance to existing health and safety regulations.

Specific objectives:

- To gather the appropriate regulations to establish a baseline to determining compliance to the current regulations.
- To identify food handlers located at Sir Winston Churchilweg to perform the appropriate inspections.
- To create an implementation plan to determine resources for the execution of the project.
- To organize resources to apply during the execution of the project.

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SAMPLE PROJECT

Project final deliverables:

Comprehensive report detailing: number of food handlers identified and inspected, shortcomings observed, and appropriate measures taken.

Implementation Approach:

Once DMT approves the charter the Head of Environment and Health (EH) will serve as the project manager. Together with personnel of EH and Livorno she will design project plans, implement, evaluate and deliver the project.

Approved monetary resources can be requested by submitting a formal request accompanied with supporting documents to the District Commissioner, who upon approval will send the request to the District Administrator who will process these.

Approved Human Resource can be requested by informing identified personnel.

Tracking will be performed using tools provided in the SPMM folder.

Change request to the project will be tracked and managed by the project managed by the project manager. Change request will be submitted to DMT during regular meetings. Decisions regarding the change request must be documented in the Minutes of the Meeting, which the project manager will make available 1 working day after the meeting. In case of emergency change request can be made directly to the District Commissioner. This must be documented and made available at the next DMT meeting.

Assumptions:

It is assumed that human resources will be readily available during the execution of the project.

Transportation will be made available therefore no budget will be calculated for transportation.

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SAMPLE PROJECT

Constraints:

Schedule constraints:

      Planning   5 days

      Execution   3 days

      Evaluation 2 days

      Closing   1 day

Resource constraints:

The bus and driver will be made available for the duration of the execution of project. Personnel from EH and Livorno will be made available for the project execution.

Preliminary risk:

The sole preliminary risk that has been identified is that food handlers that disagree with Southwest can start a lawsuit against Southwest.

Budget:

DMT has approved a budget of SRD. 230;= using following breakdown

Food & drinks (for 6 people for 3 days)	SRD. 180;=
Gas	SRD 50;=

Milestones:

Project Plan approval	8 March
Start of Inspection	9 March
Approval of deliverables	14 March

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SAMPLE PROJECT

Stakeholders list:

List identified stakeholders

1. District Management Team

2. Environment and Health Department

3. Livorno

4. District Commissioner

5. District Administrator

6. District Finance and Planning

7. Head of the Department of Administrative Services

8. Head of Legal Affairs

9. Food Handlers

Project Manager: **Authorized by:**

Mrs. Altenberg   Mr. M. Nerkust (DC)

Signature: Signature:

COMMISSRIAAT PARAMARIBO ZUIDWEST

SAMPLE PROJECT

Stakeholder Management and Communication Plan

**Inspection of food houses located
at Sir Winston Churchilweg**

Author: Altenberg

7 March 2017

COMMISSRIAAT PARAMARIBO ZUIDWEST

SAMPLE PROJECT

Version History

Version	Comments	Release Date	Revised by
1.0	Submitted to DMT for approval Approved by DMT	7 Mar	DMT

Stakeholder identification and approach

Instructions

- Initial stakeholder identification is done by DMT by brain storming during project initiation. After this the project team may add identified stakeholders as project progresses and previously unidentified stakeholders are identified.
- Expectations are determined using information provided during DMT meeting and individual session with stakeholder.
- A large number of stakeholders for this project are internal stakeholders. For the project to run smoothly, support from these stakeholders are necessary to prevent project delays.
- Support from external stakeholder benefits them, as inspection will make it clear that these stakeholder is committed to rules and regulations and meets the requirements set by central government for food preparation and handling.
- Accept for Food Handlers, stakeholders will be managed by regular interaction to seek support

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SAMPLE PROJECT

Stakeholder Register

Chart 50 Sample Project: Stakeholder Register (source: complied by author)

#	Stakeholder Name	Stakeholder Position	Contact Information	Power Level	Interest Level
1	DC	Sponsor	# 219	H	H
2	DA	Sponsor	# 227	H	L
3	DMT	CCB	# 218	H	H
4	Livorno	Functional Execution	481156	L	H
5	DFP	Functional Funding	# 228	L	L
6	AD	Functional Logistics	# 220	L	H
7	LA	Functional Legal	# 223	L	H
	Food Handlers	External		L	H
8	Adjay Bakery		Sir Winston Churchilweg 1		
9	Adjay Restaurant		Sir Winston Churchilweg 3		
10	Lee's Food Corner		Sir Winston Churchilweg 7		
11	Delicious Food House		Sir Winston Churchilweg 63		
12	Roos Roti shop		Sir winston Churchilweg 103		
13	Restaurant Vietnam		Industrieweg Zuid 50		
14	Wesje BBQ		Industrieweg Zuid 63		

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SAMPLE PROJECT

Power/Interest Grid

		Low Interest	High Interest
Power	High	**Keep Satisfied** DA *(orange)*	**Manage Closely** DC DMT *(red)*
Power	Low	**Monitor** DFP *(green)*	**Keep informed** **Livorno AD LA** **Food Handlers** *(yellow)*

Figure 18 Sample Project: Power/Interest Grid (source: compiled by author)

Keep Satisfied

Ensure the project follows the procedures as set by this stakeholder.

Keep informed:

Appropriate project information will be communicated with these stakeholders

Manage Closely:

Project changes and progress will be communicated to this stakeholder. On a regular basis his opinion will be sought after.

Monitor:

Only necessary information will be communicated with this stakeholder.

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SAMPLE PROJECT

Stakeholder Communication Strategy

Chart 51 Sample Project Stakeholder Communication Strategy (source: compiled by author)

Stakeholder	Owner	Information	Communication method	Frequency
DMT DC	Project Manager	Project updates	Meeting Written report Email updates	Regularly
DA	Project Manager	Project expense	Oral Email	On request When necessary
Livorno, AD, LA	Project Manager	Project start date Execution plan Appointments	Oral Email	Regularly during execution phase As deemed necessary
DFP	Project Manager	Receipts	Formal written	At the end of project execution
Food Handlers	Project Team	Checklist (requirements set by government)	Oral	On request

Stakeholder: The stakeholder that is communicated to
Owner: who is responsible for the communication
Information: What need to be communicated to the stakeholder
Communication method and technology: oral/written
Via electronic media of via printed paper
Frequency: How often communication will take place

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SAMPLE PROJECT

Project Management Plan

**Inspection of food houses located at
Sir Winston Churchilweg**

Author: Mrs. Altenberg

8 March 2017

COMMISSRIAAT PARAMARIBO ZUIDWEST

SAMPLE PROJECT

Version History

Version	Comments	Release Date	Revised by
1.0	Submitted for approval to DMT	7 March	DMT
2.0	Submitted for approval to DMT Changes: dates adjusted	8 March	DMT

Project Name:

Inspection of food houses located at Sir Winston Churchilweg

Document Purpose

This document describes how the project will be executed, monitored and controlled.

Document owner

This document is produced by the project manager and is owned by Municipal Government of Paramaribo Southwest

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Chart 52 Sample Project PMP Log (source: compiled by author)

Activity	Date	Comments	Stakeholder
PMP 1.0 is submitted to DMT	<Date>	PMP 1.0 still needs the following adjustments 1. Change scope definition 2. Allocate SRD 60 for transportation instead of SRD 50	DMT
PMP 2.0 is submitted to DMT for approval	<Date>	Approval Received on	DMT

SAMPLE PROJECT

Summary

In line with its responsibility to commit to safety of its community and responsible disposal of garbage, Southwest will inspect food handlers in the area of Sir Winston Churchilweg. The inspections will be carried out by the departments of EH and Livorno.

The main purpose is to inspect and determine if food is prepared and handled according to guidelines and laws as established by the central government.

This project will be limited to inspection of food handlers of the Sir Winston Churchilweg.

Integration Management

Project Governance and Project Team

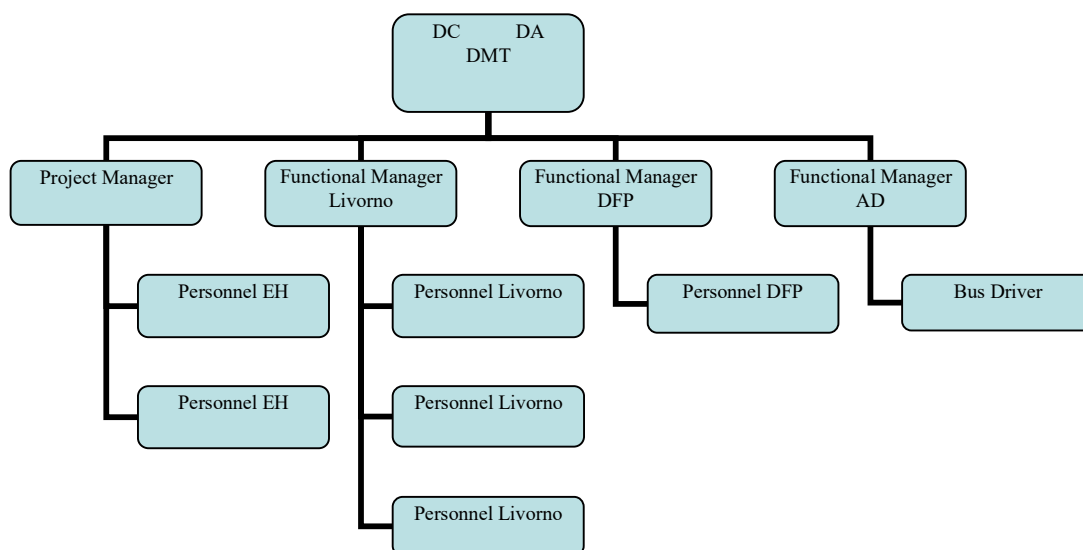Figure 19 Sample Project Organogram (source: compiled by author)

Change Request

- Change request can be issued by the project manager by written or oral request to the DMT. In case of urgency, change request can be submitted to the DC. Oral request must be documented within 24 hours and send to appropriate stakeholders.
- Changes can only be approved by DMT or DC.

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SAMPLE PROJECT

- Any approved changes must be communicated via the project manager to the team members. The project manager is responsible for correct implementation of the changes.

Close Project or Phase

At the end of the planning phase, the project deliverables must be submitted to DMT for approval.

After the execution phase is finished, a final report containing project details must be submitted to DMT for approval and closing of the project.

Once approval from DMT is gained, the project team updates the lessons learned and submits all the accumulated documents to Head of AD for archiving.

Scope Management

The objective of this project is to inspect food handlers, establish whether they operate within the limitation of the law and report the findings to DMT.

The project will limit to the food handlers in the area of Sir Winston Churchilweg.

The scope of the project is to deliver a comprehensive report of the inspections of food handlers in area of Sir winston Churchilweg. This report will be presented to DMT, and serve as future reference including permit extensions and media coverage.

In very urgent cases, where the food handlers deliberately neglect to abide to the law, the project will report to the DC for immediate action. Any actions resulting from this is outside the scope of this project.

To carry out the project personnel of EH and Livorno will conduct an investigation in the neighborhood. Logistical support will be acquired via head of AD, including list of Food Handlers and Checklist for inspections.

SAMPLE PROJECT
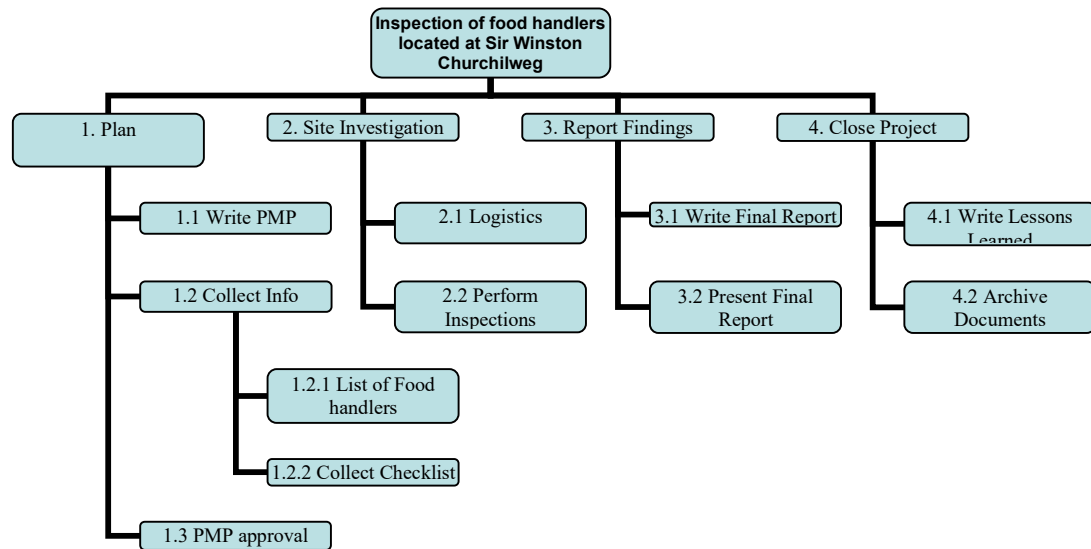
Figure 20 Sample Project WBS (source: compiled by author)

Chart 53 Sample Project WBS dictionary (source: compiled by author)

#	WBS name	Description
1	Plan	Creation and preparation of core plans
1.1	Write PMP	Development of the Project Management Plan
1.2	Collect Info	Collect the appropriate information necessary to carry out project
1.2.1	List of Food handlers	Identify the number of Food handlers and their location (available via One Stop Window)
1.2.2	Collect Check list	Collect checklist for inspection based on facility requirements, available via EH
1.2	PMP approval	Approval of PMP by DMT
2	Site Investigation	Execute the planned work
2.1	Logistics	Organize logistic for execution of the project
2.2	Site Inspections	Perform inspection at identified locations
3	Report	Main deliverable
3.1	Write Final Report	Write a comprehensive report of the inspections
3.2	Present Final Report	Present the Report for approval to DMT

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SAMPLE PROJECT

#	WBS name	Description
4	Close Project	Necessary steps for project closure
4.1	Write Lessons Learned	Write the lessons learned for future references
4.2	Archive Documents	Communicate all document to head of AD for archiving

Time Management

The list of activities and their sequence is included in the Gantt Chart on the next page.

The Gantt chart can be extracted and used as a tool for tracking project progress.

Cost Management and Procurement

The following expenditure have been planned for this project

- Cost of food and water for personnel
- Cost for transportation
- No cost for office supplies have been planned as all material is available via AD.

Approved budget must be communicated with the DA.

After this funds can be requested via formal writing, trough the intermediary of the DC to DFP and will be made available in cash to the project manager.

In order to clarify the expenditure, a soft copy of all the receipts and quotations are saved and the hard copy is submitted to DFP.

The budget is attached to the project and can serve as a standalone document to track project expenditure.

No procurement is necessary for this project.

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SAMPLE PROJECT

Chart 54 Sample Project Gantt Chart (source: compiled by author)

Project Name	Inspection of food houses located at Sir Winston Churchilweg
Project Manager	Altenberg C
Project Start Date	1-Mar-17

WBS	Activity	Owner(s)	Prede-cessor	Duration (days)	Start (Planned)	End (Planned)	Duration (Actual)	Start (Actual)	End (Actual)	M 2/27	T 2/28	W 3/1	T 3/2	F 3/3	M 3/6	T 3/7	W 3/8	T 3/9	F 3/10	M 3/13	T 3/14	W 3/15	T 3/16	F 3/17
1	Plan			6	1-Mar-17	8-Mar-17																		
1.1	Write PMP	PM		3	1-Mar-17 7:00 AM	3-Mar-17 3:00 PM						▮	▮	▮										
1.2	Collect Info	EH		1	6-Mar-17	6-Mar-17																		
1.2.1	List of Food Handlers	EH	1,1	1	6-Mar-17 7:00 AM	6-Mar-17 3:00 PM									▮									
1.2.2	Collect Check list	EH	1.1	1	6-Mar-17 7:00 AM	6-Mar-17 3:00 PM									▮									
1.2	PMP approval	DMT	1.2	2	7-Mar-17 8:00 AM	8-Mar-17 3:00 PM										▮	▮							
2	Site Investigation			3	9-Mar-17	13-Mar-17																		
2.1	Logistics	AD	1.2	1	9-Mar-17 7:00 AM	9-Mar-17 3:00 PM													▮					
2.2	Site Inspections	EH L	2.1	2	10-Mar-17 8:00 AM	13-Mar-17 3:00 PM														▮	▮			
3	Report			3	14-Mar-17	17-Mar-17																		
3.1	Write Final Report	PM	2.2	1	14-Mar-17 7:00 AM	14-Mar-17 3:00 PM																▮		
3.2	Present Final Report	PM	3.1	1	15-Mar-17 8:00 AM	16-Mar-17 11:00 AM																	▮	▮
4	Close Project			1	17-Mar-17	17-Mar-17																		
4.1	Write Lessons Learned	PM EH L	3.1	1	17-Mar-17 8:00 AM	17-Mar-17 10:00 AM																		▮
4.2	Archive Documents	AD	4.1	1	17-Mar-17 1:00 PM	17-Mar-17 2:00 PM																		▮
	Overal Project		Green: On track Red: Out of track	13	1-Mar-17	17-Mar-17	(green)																	

Plan (yellow)
Realized (green)

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SAMPLE PROJECT

Chart 55 Sample Project Cost Sheet (source: compiled by author)

Inspection of food houses located at Sir Winston Churchilweg

WBS	Activity	Amount	Price (SRD)	Budget (SRD)	Expense (SRD)	Clarifcation #
1	Plan					
1.1	Write PMP					
1.2	Collect Info					
1.2.1	List of Food handlers	-	-			
1.2.2	Collect Check list					
1.3	PMP approval					
2	Site Investigation					
2.1	Logistics					
2.2	Site Inspections					
	Transportation	10	5.15	51.5		
	Food	14	10	140		
3	Report					
3.1	Write Final Report					
3.2	Present Final Report					
4	Close Project					
4.1	Write Lessons Learned					
4.2	Archive Documents					

Total   191.5

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SAMPLE PROJECT

Quality Management

The quality of the report will be reviewed by DMT.

Risk Management

There is a risk that a food handler can start a lawsuit against Southwest, due to misinterpretation of the law. Head of Legal Affairs is made aware of this.

Resources Management

Personnel from EH and Livorno are available to execute the project.
Bus with driver at available via Head of AD.

Chart 56 Sample Project HRM sheet (source: compiled by author)

Name	Activity	Date needed	Confirmation
Mr. Smith	Inspection Write report Lessons learned Scouting area	9-17 March	Yes
Ms. Drieling			
Mr. Aloema			
Ms. Jane			
Mr. John			
Mr. Dheeradj	Drive	10-13 March	Yes

Chart 57 Sample Project Resource tracking (source: compiled by author)

Name	Date needed	Note
Bus	10-13 March	Available Approval received
Camera	10-13 March	Available

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SAMPLE PROJECT

Communications Management

Internal communication with DC, DA, DFP, AD, EH & Livorno will be done using memo format as frequently as the project manager deems necessary.

2 presentations are scheduled for the DMT.

The project manager does not communicate with food handlers (external communication). In urgency cases the project manager will report this to the DC, who will communicate with food handlers and media where necessary.

Food handlers will not be informed of the project beforehand. A letter (attached in the PMP) signed by the DC will be presented upon visit to gain access to inspection facilities.

A communication log is planned in the chart below.

Chart 58 Sample Project Communication Log Plan (source: compiled by author)

Information	Stakeholder	Sender	Date	Delivery confirmation
Presentation approval PMP	DMT	PM	7 March	Yes
Presentation approval PMP	DMT	PM	8 March	Yes
Presentation of project deliverables	DMT	PM	16 March	Yes
Letter from the DC to handlers	DC	DC	10-13 March	N/A
Internal memo of start of project to DC, DA, AD, DFP and Livorno	DC DA AD DFP Livorno	PM	7 March	Yes
Internal memo regarding required logistics to AD	AD	PM	7 March	Yes
Internal memo regarding monetary request to DFP	DFP	PM	7 March	Yes
Project Status report Day 1	DMT	PM	10 March	Yes
Project report presentation	DMT	PM	15 March	Yes
Project documents for archiving	AD	PM	17 March	Pending

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SAMPLE PROJECT

CONDITIONS FOR FOOD HANDLING ESTABLISHMENT.	
(V) Meets (N) Does not meet (I) Immediate action Required ☐ The building should be painted on the inside and the outside. It should have a taproom, a bar, a kitchen, two washrooms (men and lady's washroom should be separated), a changing room and a storage room with a surface of 12m^2 (4mx3m). The taproom should have a sink containing a fixed drainage with running water. Liquid soap and drying facilities (paper towel) should also be available. ☐ The building should be free of insect, rodents and pets. It is required to do a pest control regularly (at least once every quarter). ☐ The floor and the walls should be plastered smoothly of tiled. Tiles are preferred in the kitchen and the washing rooms.	

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SAMPLE PROJECT

☐ The kitchen, where the food will be prepared, should have a surface of 20m^2 (4mx5m). The kitchen should meet the following requirements:

  ☐ Free of insects and rodents

  ☐ A double washbasin, containing a counter made from stainless steel and a fixed drainage

  ☐ A sink for washing hands

  ☐ An exhaust fan with a hood and exhaust

  ☐ Well closing kitchen cupboard for storing kitchen goods

  ☐ No direct connection with the washrooms

  ☐ Well closing kitchen cupboard for storing kitchen goods

  ☐ No direct connection with the washrooms

☐ The bar should have good closing cupboards for storing glasses. A double sink should be present for washing the glasses. There should also be a sink for washing hands.

☐ The ventilation and lighting (T.L. bulbs) should be expedient.

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SAMPLE PROJECT

☐ The water supply should be adequate. There should be running water at all time. It is required to be connected to the main water supply. If this is not possible, then drinking water should be available in a water tank. A constant water pressure should also be available. Furthermore, there should be sufficient water taps. The water tank should be covered properly to avoid mosquitoes getting into it. The water tanks should also be cleaned and disinfected every quarter of the year. The quality of the drinking water should be monitored monthly.

☐ The employees working at the cash desk should not be in contact with the food.

☐ Changing rooms for the employees should be available (men and woman separately)

☐ The employees should observe personal hygiene:

    ☐ Frequently was their hands

    ☐ Their hands should be clean

    ☐ Clean short fingernails, which are unpolished

    ☐ Clean adapted clothing

    ☐ Hair caps

    ☐ No jewelry

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SAMPLE PROJECT

☐ There should be two washrooms (for men and women separately) available for visitors. These should be clean and working properly at all time. The washrooms should have sinks, running water, liquid soap and drying facilities (no hand towels).

☐ There should be a septic drainage available, which is constructed according to the instructions of B.O.G., for the fats, oils and waste water.

☐ De garbage disposal should be adequate. There should be enough garbage containers (pedal bins) with properly closing covers (in the kitchen, washrooms and dining area)

☐ The area should be free of bush and garbage, have a proper drainage and septic tank system.

☐ De operator/licensee and his/her employees should undergo a medical control yearly, such as is required by *the law of December 7th 1953 G.B. 1953, amended by G.B. 1954 no. 170 and by State Decree from November 2nd 1957 G.B. 1957 no.99*

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SAMPLE PROJECT

Project Status Reporting   **10 March 2017**

Project name: Inspection of food houses located at Sir Winston Churchilweg

		On track	On track with minor issues	Off track
	Overall Status			
Status Breakdown	Scope			
	Schedule			
	Time			
	Resources			

Activities accomplished

Obtain Logistics support	9 March
Due to early planning logistics support was obtained swiftly via AD.	

Activities in progress

Site Inspections	10 March Anticipated finish: 13 March
3 of 7 Food Handlers have been inspected Lee's Food House resisted the inspection as he believed he should have been informed, but Mr. Aloema explained why inspections should never be announced. The Kitchen was clean, but his garbage had accumulated and was sticking out of the can. He has been instructed to immediately dispose of his garbage to which he complied.	

Missed deadlines

[activity name]	[due date] [new scheduled due date]
No deadlines missed	

Upcoming activities

Write report	start date: 14 March anticipated finish date: 15 March

COMMISSRIAAT PARAMARIBO ZUIDWEST

SAMPLE PROJECT

Chart 60 Sample Project Gantt Chart (source: compiled by author)

Project Name	Inspection of food houses located at Sir Winston Churchilweg
Project Manager	Altenberg C
Project Start Date	1-Mar-17

WBS	Activity	Owner(s)	Prede-cessor	Planned Duration (days)	Planned Start	Planned End	Actual Duration	Actual Start	Actual End
1	Plan			6	1-Mar-17	8-Mar-17	6	1-Mar-17	8-Mar-17
1.1	Write PMP	PM		3	1-Mar-17 7:00 AM	3-Mar-17 3:00 PM	3	1-Mar-17	3-Mar-17
1.2	Collect Info	EH		1	6-Mar-17	6-Mar-17			
1.2.1	List of Food Handlers	EH	1,1	1	6-Mar-17 7:00 AM	6-Mar-17 3:00 PM	1	6-Mar-17	6-Mar-17
1.2.2	Collect Check list	EH	1.1	1	6-Mar-17 7:00 AM	6-Mar-17 3:00 PM	1	6-Mar-17	6-Mar-17
1.2	PMP approval	DMT	1.2	2	7-Mar-17 8:00 AM	8-Mar-17 3:00 PM	1	7-Mar-17	8-Mar-17
2	Site Investigation			3	9-Mar-17	13-Mar-17	2.5	9-Mar-17	12-Mar-17
2.1	Logistics	AD	1.2	1	9-Mar-17 7:00 AM	9-Mar-17 3:00 PM	0.5	9-Mar-17	9-Mar-17
2.2	Site Inspections	EH L	2.1	2	10-Mar-17 8:00 AM	13-Mar-17 3:00 PM	2	10-Mar-17	12-Mar-17
3	Report			3	14-Mar-17	17-Mar-17	1.5		
3.1	Write Final Report	PM	2.2	1	14-Mar-17 7:00 AM	14-Mar-17 3:00 PM	1	13-Mar-17	13-Mar-17
3.2	Present Final Report	PM	3.1	1	15-Mar-17 8:00 AM	16-Mar-17 11:00 AM	0.5	14-Mar-17	14-Mar-17
4	Close Project			1	17-Mar-17	17-Mar-17	1.5		
4.1	Write Lessons Learned	PM EH L	3.1	1	17-Mar-17 8:00 AM	17-Mar-17 10:00 AM	1	15-Mar-17	15-Mar-17
4.2	Archive Documents	AD	4.1	1	17-Mar-17 1:00 PM	17-Mar-17 2:00 PM	0.5	16-Mar	16-Mar-17
	Overal Project		Green: On track Red: Out of track	13	1-Mar-17	17-Mar-17	11.5	1-Mar-17	16-Mar-17

Calendar columns: M T W T F M T W T F M T W T F — 2/27 2/28 3/1 3/2 3/3 3/6 3/7 3/8 3/9 3/10 3/13 3/14 3/15 3/16 3/17

Plan (yellow)
Realized (green)

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SAMPLE PROJECT

Chart 61 Sample Project Cost Sheet (source: compiled by author)

Inspection of food houses located at Sir Winston Churchilweg

Activity	Amount	Price (SRD)	Budget (SRD)	Expense (SRD)	Clarifcation #
Plan					
Write PMP					
Collect Info					
List of Food handlers	-	-			
Collect Check list					
PMP approval					
Site Investigation					
Logistics					
Site Inspections					
Transportation	10	5.15	51.5	60	Receipt from Gas station #M1
Food	14	10	140	140	Receipts #M2, M3
Report					
Write Final Report					
Present Final Report					
Close Project					
Write Lessons Learned					
Archive Documents					

Total 191.5 **200**

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SAMPLE PROJECT

Issue Log Template

Issue Log

Project Name: Inspection of food houses located at Sir Winston Churchilweg

Project Manager: Altenberg C.

Chart 62 Sample Project Issue Log (source: compiled by author)

Issue Title	Date created	Issue type	Issue Owner	Issue Status	Date Resolved
Lee's Food House	10 march	Execution	Mr. Aloema	Resolved	10 March
Restaurant Vietnam	10 March	Execution	Mrs. Altenberg	Pending	

Issue Priority

High
Medium
Low

Lee's Food Corner was instructed to dispose of his garbage immediately
Restaurant Vietnam is out of business; information needs to be updated in database

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SAMPLE PROJECT

Project Closure Report

Inspection of food houses located at Sir Winston Churchilweg

Author: Altenberg C
15 March 2017

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SAMPLE PROJECT

Document Approval

Author	Reviewed by	Authorized by
Mrs. C. Altenberg	DMT	DMT

Version History

Version	Comments	Release Date	Revised by
1	Submitted for approval	15 March	DMT
	Approval received	15 March	DMT

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SAMPLE PROJECT

General Information

Project Name : Inspection of food houses located at Sir Winston Churchilweg

Project Manager *Mrs. Altenberg C.*

Reason for Project Closure *Completed*

Project Performance

	Planned	Actual	Variance
Start Date	10 March	10 March	
Finish Date	17 March	16 March	-1
Budget	SRD 191.50	SRD 200	8.50

Project Summary

A total of 7 food handlers were inspected during 10 – 13 March. The project was conducted by 7 personnel of Southwest.

No issues were detected with 5 of the food handlers.

Issues

Lee's Food Corner had sticking outside the garbage bin and was instructed to immediately clean this, to which he obliged.

Restaurant Vietnam is out of business. This information was send to AD to update the database.

The inspection checklist will be sent to AD for distribution to Livorno and CIC.

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SAMPLE PROJECT

Lessons Learned

Project Name: Inspection of food houses located at Sir Winston Churchilweg

Chart 63 Sample Project Lessons Learned (source: compiled by author)

#	Description	Impact	Recommendation
1	*The budget was exceeded due to round up.*	*Budget exceeded by SRD 8.50*	*Instead of planning how many litters fuel is required, a monetary value should be planned.*
2	*The database is out of date*	*Restaurant Vietnam was listed as open for business*	*Update database using data from Chamber of Commerce*

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SAMPLE PROJECT

Document distribution and archive

Project Name: Inspection of food houses located at Sir Winston Churchilweg

Chart 64 Sample Project Document archive (source: compiled by author)

Item	Location	Date
SOW	Hard- + Softcopy send to AD	17 March 2017
Roles and Responsibilities	Softcopy mailed to AD	17 March 2017
Stakeholder and Communication Management plan	Hardcopy send to AD	17 March 2017
Minutes of Meeting 7, 8, 15 March	Softcopy send to AD	17 March 2017
Issue Log	Softcopy send to AD	17 March 2017
Status Report 10 March	Softcopy send to AD	17 March 2017
PMP	Hard- + Softcopy send to AD	17 March 2017
Project Closure	Hard- + Softcopy send to AD	17 March 2017
Inspection report	Hard Copy send to AD	17 March 2017
Lessons Learned	Hard- + Softcopy send to AD	17 March 2017

Appendix 18 Revision Dictum

Paramaribo, 1 February 2017

To: University for International Cooperation
        With respect to Mrs. Mónica González, MBA, PMP, GPM-b
        San Jose, Costa Rica

Philological approval letter of thesis written by Mr. Hrishikesh Oemraw

Dear Mrs. González,

I, Mr. Vishal Kasiram, hereby declare that the thesis entitled

"The development of a Project Management Methodology for the Municipal Government of Paramaribo-Southwest"

has been reviewed and corrected thoroughly and meets requirements corresponding to a master's level dissertation.

Yours sincerely,

Mr. Vishal Kasiram, B. Ed. in English
+597 8552842
vishalkasiram@gmail.com

INSTITUUT VOOR DE OPLEIDING VAN LERAREN

diploma

De examen-commissie verklaart dat

Kasiram, Vishal R.

geboren te Paramaribo de 30 nov. 1981

met goed gevolg heeft afgelegd het examen ter verkrijging van de

MO - A - akte Engels

Paramaribo, 21 aug. 2007

De examen-commissie voornoemd,

DE GEËXAMINEERDE

DIRECTEUR

VOORZITTER

SECRETARIS

Het examen is afgenomen overeenkomstig de bepalingen van de Regeling van Onderwijs en Volksontwikkeling van 15 oktober 1971 S.B. 172