

**UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)**

**FINAL GRADUATION PROJECT NAME (CREATION OF A MANAGEMENT PLAN FOR
THE MENTORING OF HIGH SCHOOL YOUTHS IN GRENADA)**

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**FINAL GRADUATION PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
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**This Final Graduation Project was approved by the University as
partial fulfillment of the requirements to opt for the
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DEDICATION

This Final Graduation Project (FGP) is dedicated to my beloved brother – Keith – who as a result of his experience inspired me to focus on a project to tackle the problem of youth crime in Grenada as my Final Graduation Project for the Masters in Project Management Degree with the University of International Cooperation (UCI). Keith was viciously attacked, beaten and robbed by a group of armed youths shortly after leaving a financial institution in the capital St. George during the daytime hours.

This project is also dedicated to the management and staff of the Grenada Industrial Development Corporation (GIDC) who work hard each day to provide training and opportunities for youths to excel in careers of their choice and thereby live rewarding and fulfilling lives while at the same time contributing to national development.

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ABBREVIATIONS AND ACRONYMS

- AS – Assigned Tutor
- CEO – Chief Executive Officer
- CPI – Cost Performance Index
- CV – Cost Variance
- EMV – Expected Monetary Value
- EOI – Expression of Interest
- FGP – Final Graduation Project
- GIDC – Grenada Industrial Development Corporation
- MOE – Ministry of Education
- NY – New York
- OECS – Organisation of Eastern Caribbean States
- PDM – Precedence Diagramming Method
- PM – Project Manager
- PMBOK – Project Management Book of Knowledge
- PMP – Project Management Plan
- PS – Project Sponsors
- PTM – Project Team Members
- RACI – Responsible, Accountable, Consult, Inform
- SPI – Schedule Performance Index
- SV – Schedule Variance
- TOR – Terms of Reference
- UNICEF – United Nations International Children’s Emergency Fund
- WBS – Work Breakdown Structure

EXECUTIVE SUMMARY (ABSTRACT)

Several factors were determined to influence Grenada's ability to attract investments, successfully promote entrepreneurship and thereby create jobs. These factors included but was not limited to: labour force skills, the level of crime and violence in the country and the overall competitiveness of the country in the doing business ranking. It must be mentioned that in the past Grenada was able to boast about having a low crime rate unfortunately however, over the past ten years there has been significant increases in crime with many crimes being committed by youths who have since dropped out of school. This increased crime rate has deterred many investors and thereby negatively affects investments in the country.

An analysis of the youth population in Grenada revealed that an increasing number of high school youths are dropping out of school. It was also observed that more boys than girls are dropping out of school. This trend has negatively impacted the quality and skills set of the work force since youths who have dropped out of school to join the work force are less likely to possess the basic skills required by many investors. These youths are also not in a position to start their own business and become entrepreneurs. Consequently, these youths who have dropped out of school prematurely, increases the unemployment rate and very often they become involved in crime related activities.

The Grenada Industrial Development Corporation (GIDC), the organization in Grenada responsible for employment generation through investment promotion and facilitation has joined forces with other youth related organizations such as the Ministry of Youth, Sports and Culture and the Ministry of Education and came up with a mentoring project to resolve the problems of youths dropping out of school and youth crime.

The general objective of the project was to create a project management plan for the creation of a mentoring program for high school youths in Grenada. The specific objectives were to develop: a scope management plan which clearly captures and outline all the work to be completed by the project, a requirements management plan which will identify and document stakeholders' main requirements for the program and that the project will have to keep in scope, a schedule management plan so as to ensure the timely completion of the project, a cost management plan which will help to control project cost, a human resource management plan to effectively manage the project team.

The methodologies used for this project were the descriptive as well as the analytical and historical research methods. Interviews and discussions were held with relevant stakeholders in order to gain understanding and to develop a description of the problem. High school records, police records as well as other

records were then carefully studied and analyzed so as to properly evaluate the problem. Finally, historical records of how other countries/institutions dealt with similar problems, levels of success experienced and lessons learnt were examined. This enabled the project team to come with group mentoring as the most viable solution to the problem. In the state of New York for example group mentoring was used to mentor high school students who were at risk of dropping out of school and engaging in illegal activities. As a result of the mentoring many of the youths were able to regain focus, complete their schooling and go on to college or find jobs.

In regards to recommendations, It was recommended that the project manger thoroughly research the problem so as to fully understand the problem and to be able to provide evidence in the defense of the solution selected. The project manager should also develop the project management plan which should include subsidiary plans such as the requirements, schedule, cost and human resource management plans. This plans will enable the project team to complete the project on time, within budget while at the same time meeting all other stakeholder requirements.

1. INTRODUCTION

1.1. Background

According to the Organization of Eastern Caribbean States (OECS) Business Focus (2017) Grenada Industrial Development Corporation (GIDC) was established on March 1, 1985 to promote, facilitate and encourage the development of businesses in Grenada. GIDC strategic goal is to facilitate local and foreign investment as well as promote entrepreneurial development in Grenada.

It is the belief of officials of the GIDC that in order to successfully promote entrepreneurship in Grenada the GIDC should focus on the schools as the starting point for entrepreneurship development. This will require the undertaking of joint programs with schools especially high schools and other youth related organizations. Consequently, the successful all round development of youths in Grenada is of high priority to the GIDC. Unfortunately, some of the current trends among Grenadian youths do not support successful career development. A record number of youths are getting in trouble with the law while a large number of students especially boys are dropping out of school.

According to the United Nations International Children's Emergency Fund (UNICEF) (2017) 325 youths were charged for crimes in 2012 and 250 were charged in 2013 and 2014. In a public address the Minister of Education the Honorable Anthony Boatswain said: "... that more male students were lost somewhere between forms two and three due to deviant behavior and that the solution to the problem will require the input of all stakeholders and not just the government." The creation of a program for the mentoring of high school youths

in Grenada will help address the problems of deviant behavior, school dropout and illegal activities by youths. As part of the project, career professionals will mentor high school youths. This mentoring program, which will be sponsored and hosted by the GIDC, the Ministry of Education and the Ministry of Culture, Youth and Sports in Grenada will help youths adopt appropriate behaviors and develop successful careers.

1.2. Statement of the problem

In recent years, an increasing number of high school students in Grenada have been engaging in deviant behavior, dropping out of high school, and are being charged for crimes. The number of boys displaying such negative behavior and getting in trouble with the law exceeds the number of girls. To help eradicate the negative behavior among high school students a group-mentoring project has been recommended. This group-mentoring project however will first require the elaboration of a project management plan to guide its deployment.

1.3. Purpose

As mentioned the purpose of this project is to develop a management plan which when completed will then be used by a team of persons to administer mentoring to high school youths for a period of ten months starting in September and ending in June of the following year. It must be emphasized that mentoring is a relatively new concept to Grenada and that the outcomes of this endeavor will be thoroughly analysed by the project team and sponsors to facilitate proper decision making in the future. The project management plan will help to resolve all major management issues and will help guide the project team.

1.4. General objective

To create a project management plan for mentoring high school students in Grenada.

1.5. Specific objectives

- To develop the integration management plan so as to effectively manage all the processes and activities during the project life cycle in order to produce desired outputs.
- To develop a scope management plan which will ensure that the project management plan include all work required by key stakeholders and exclude work that are not required by the stakeholders.
- To develop a requirement management plan to ensure that the project management plan validates and meet the needs of its external and internal stakeholders.
- To develop a schedule management plan which will outline the approach to be followed in creating the project schedule. The schedule management plan will also describe how the project schedule will be monitored and modified once it is approved.
- To develop a cost management plan which will help to control project cost.

- To develop the human resource management plan to effectively manage the project team.
- To develop the quality management plan to meet the quality requirements of the project.
- To develop the communication management plan to ensure effective communication throughout the project.
- To develop the procurement management plan which will enable the project team to source items/services from outside organisations.
- To develop the risk management plan to control project risks.
- To develop the stakeholder management plan so as to define the requirements, processes and techniques for engaging stakeholders based on their needs, interest and influence on the project.

2. THEORETICAL FRAMEWORK

2.1. Company/Enterprise framework

Mentor New York is a professional non-profit organization dedicated to promoting mentoring as a tool for assisting youths to remain in school, avoid drugs and crime and to be successful. The organization has also conducted a number of research regarding the effectiveness of youth mentoring programs in the state of New York.

According to Mentor New York (2015), research conducted revealed that children who are mentored do not drop out of school and do not become members of gangs or engage in drugs use. This research finding has been supported by Arly Ngugen of the organization Social Work License Map. According to Arly Nguyen (2015), “youths with mentors have increased likelihood of going to college, better attitudes towards school, increased social and emotional development and improve self-esteem” (development section, para. 6).

These research findings provide proof that mentoring works. Overall mentoring can have a positive impact on youths and help them to be focus, discipline and successful. Once the project management plan is completed, Mentor New York may be contracted to train mentors and to provide advisory support in the area of mentoring.

2.2. Company/Enterprise background

Mentor New York was founded in 1993 and is the lead organization promoting mentoring in the state of New York. The organization relies on research-based methods to train individuals and organizations in mentoring. According to Cohen (2015): Since 1993 Mentor New York has used its research-based methods to successfully train over 1500 individuals, supports over 400 programs and serve 57,000 youths annually (Introduction section, para. 1).

2.3. Mission and Vision Statements

Vision

Close the mentoring gap for the over 450,000 children in need throughout the New York State.

Mission

Mentor New York fuel quality mentoring relationships that bring a caring adult with children in need through safe, effective mentoring programs throughout New York State (Mentor New York, 2015 mission section, para. 3).

2.4. Organizational structure



Figure 1 Organizational Structure of Mentor New York (Source: Mentor New York, 2019)

2.5. Products offered

According to Bruce Beckwith (2015) services provided by Mentor New York include: “Mentoring trainings to persons interested in enhancing their knowledge of mentoring. The organization also provide tools and information to launch and sustain an effective youth mentoring program (introduction section, para. 1).

2.6. Project Management Concepts

According to the PMBOK Guide fifth edition (2013), a project is a temporary activity carried out to achieve a specific result. This means that projects have both a start and end. The project “Creation of a Management Plan for the Mentoring of High School Youths in Grenada” will commence on February 18, 2019. Starting activities will include an evaluation of youths, the school system and the offering of recommendations. This will be followed by the development of the project charter. The project will end with the submission and approval of a project management plan. This project management plan will then be used to administer a mentoring program for high school youths in Grenada. The mentoring program is also expected to help with the achievement of the strategic objectives of the GIDC of ensuring employment generation, and the development of a strong, skilled and competitive workforce.

2.7. Project management

Project management according to the PMBOK Guide fifth edition (2013): “is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements” (p.5). Managing the project involves the use of a project management plan the components of which include but are not limited to the: Scope management plan which serves as a guide for managing and controlling the project scope.

The requirements management plan captures stakeholders’ requirements which must be met for the project to be successful. The requirements management plan also outlines how these requirements will be analyzed, documented and managed.

The schedule management plan provides a schedule of project activities with start and end dates as well as required resources. It also provides processes for controlling the schedule in order to ensure that the project is completed on time.

The cost management plan outlines all the processes necessary for effectively managing project in order to ensure that the project is completed within the budget approved by the project stakeholders.

The human resource management plan has to do with the effective management of the project team. The human resource management plan therefore outlines all of the processes and activities to effectively plan, obtain, develop and manage the project team.

2.8. Project life cycle

The diagram below shows the project life cycle for the project: Creation of a Management Plan for the Mentoring of Youths in Grenada. The project will start with an evaluation of the problem and ends with a proposed number of recommendations. This is then followed by the development of the project charter. Once the project charter is approved the project management plan will be developed. The GIDC, Ministry of Education, Ministry of Culture, Youth and Sports and other youth organizations may then contract a team to carry out the work to implement and close the project.

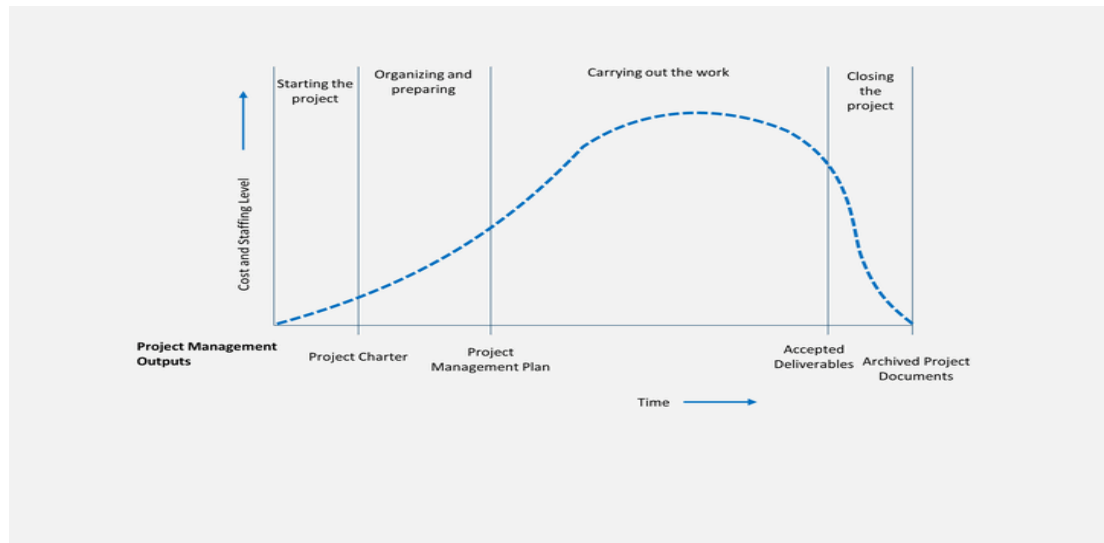


Figure 2 Project Life Cycle (Source: PMBOK Guide fifth edition, 2013, p. 39)

2.9. Project management processes

Project management processes to be undertaken include the initiation process group which will be performed to introduce project and obtain the necessary authorizations. The planning process group will be undertaken to develop the project management plan. The executing and controlling process group will be

undertaken to implement the project management plan, control project progress and performance and make required changes. Finally, the closing process group will be used to close the project.



Figure 3 Project Management Processes (PMBOK Guide fifth edition, 2013, p. 52-58)

2.10. Project management knowledge areas

According to the PMBOK Guide fifth edition (2013): “a knowledge area represents a complete set of concepts, terms and activities that make up a professional field, project management field, or area of specialization” (p. 60). Knowledge areas that will be used in this project include but are not limited to: project scope management, project requirement management, project cost management, project schedule management, project human resources management.

2.11. Other applicable theories/concepts related to the project topic and context

2.12. Mentoring groups

According to Phillips-Jones (2017): “a mentoring group (ring or circle) is a collection of mentoring relationships that meet together on a regular basis for an agreed upon length of time (Introduction section, para. 1).

2.13. Purpose of mentoring groups

Phillips-Jones (2017) states: “the group primary purpose is to help mentees accomplish two tasks: (1). Set important development goals and (2). Build competence and character to reach those goals” (Introduction section, para. 1).

3. METHODOLOGICAL FRAMEWORK

3.1. Information sources

According to Arora (2014): “the sources from where we get information are called information sources and these comprise documents, humans, institutions as well as mass media like radio and television” (p.7).

In general, there are three types of information sources. These include primary, secondary and tertiary information sources (Woodley, 2004).

3.2. Primary sources

Woodley (2004) described primary sources as: “original materials on which other research is based” (Introductory section, para. 1).

Primary information sources used on this project include:

- Records of the number of students dropping out of high school each year provided by the Ministry of Education in Grenada.
- Police and court records of the number of youths charged and convicted each year in Grenada for crimes committed.
- Research/fieldwork conducted and journals published by the mentoring organization. Mentor New York.
- Project stakeholders.

- Project team.

3.3. Secondary sources

Secondary sources according to Woodley (2004) “are those that describe or analyze primary sources” (Introduction section, para. 1).

Secondary information sources used on this project include:

- United Nations International Children Emergency Fund (UNICEF) website which provides a situational analysis of children in Grenada based on data obtained from Grenada.
- Reference materials and other articles published by Mentor New York that review research/fieldwork of other organizations.

Table 1. Information Sources for Developing Subsidiary Plans (PMBOK Guide fifth edition, 2013, p. 108, 196, 233, 259, 290, 341, 360, 394)

Objectives	Information sources	
	Primary	Secondary
To develop the integration management plan so as to effectively manage all the processes and activities during the project life cycle in order to produce desired outputs.	Organisations’ strategic plans, business case.	Project statement of work
To develop a scope management plan which will ensure that the project include all work required by key stakeholders and exclude work that are not required by the stakeholders.	Meeting with project stakeholders	PMBOK guide fifth edition
To develop a requirements management plan to ensure that the project validates and meet the needs of its external and internal stakeholders.	Interviews with stakeholders, observation of students.	Documents describing stakeholder, solution, and project requirements.
To develop a schedule management plan which will outline the approach to be followed in creating the project schedule. The schedule	Meeting of project team, project stakeholders	PMBOK guide fifth edition

management plan will also describe how the project schedule will be monitored and modified once it is approved.		
To develop a cost management plan which will help to control project cost.	Expert judgement, documents providing information on funding, organizational policies and procedures	Activity cost estimates
To develop the human resource management plan to effectively manage the project team.	Meeting of project team, project stakeholders	PMBOK guide fifth edition
To develop the quality management plan that ensures quality service.	Documents describing organisations's quality policies, procedures and guidelines, governmental agency regulations.	Quality metrics, quality checklists.
To develop the risk management plan that manages project risks.	Meeting of project team members	PMBOK guide fifth edition
To develop the procurement management plan to procure needed items/services from outside the organisations.	Meeting of project team, project stakeholders and procurement and mentoring experts.	Project procurements documents.
To develop the communication management plan to ensure efficient communication.	Meeting of project team with project stakeholders	PMBOK guide fifth edition
To use integration management to develop the project management plan which will be used to implement the project.	Meeting of project team	PMBOK guide fifth edition
To develop the stakeholder management plan so as to define the requirements, processes and techniques for engaging stakeholders based on their needs, interest and influence on the project.	Subject matter experts in mentoring and project management, stakeholder register from previous similar projects	Power/interest group, power/influence grid, power/impact grid.

3.4. Research methods

Moffitt (2018) states that: “a research method is a systematic plan for conducting research” (Introductory section, para. 1).

3.5. Descriptive research method

Wikipedia (2018) states that the descriptive research approach “is used to describe characteristics of a population or phenomenon being studied. It does not answer questions about the how, when or why these characteristics occurred” (Introductory Section, paragraph1).

3.6. Analytical research method

Scribd (2018) points out that “in analytical research, the researcher has to use facts or information already available, and analyze them to make a critical evaluation of the material” (p.5).

3.7. Historical research method

According to Wikibooks (2018) the historical research method “allows one to discuss past and present events in the context of the present condition, and allows one to reflect and provide possible answers to current issues and problems” (Introductory section, para.7).

Table 2 Research Methods used to Develop Project Management Plan
(Wikibooks, 2019)

Objectives	Research methods		
	Descriptive research method	Analytical method	Historical research methods
To develop the integration management plan so as to effectively manage all the processes and activities during the project life cycle inorder to produce desired outputs.			Used to gain insights from project integration plan of past similar projects. These insights are then used to help develop the integration plan for current project. This method has been selected, as it will help to ensure that the integration management plan for the current project includes all of the processes and activities required for the project to be properly coordinated.
To develop a scope management plan which will ensure that the project include all work required by key stakeholders and exclude work that are not required by the stakeholders.		This research method has been selected as it will be used to analyze current problem situations and findings from research conducted in order to come up with all the work that must be done under the project. This method is therefore expected to help produce a	

		comprehensive scope plan.	
To develop a requirements management plan to ensure that the project validates and meet the needs of its external and internal stakeholders.	Used to help identify and describe quality and other requirements based on project and information gathered through interviews and discussions with stakeholders. The requirements identified and described must then be approved by stakeholders resulting in a list of approved requirements.		
To develop a schedule management plan which will outline the approach to be followed in creating the project schedule. The schedule management plan will also describe how the project schedule will be monitored and modified			This research method has been selected inorder to help the project team identify all project schedule activities in sequence and their time frames by examining past schedules for similar projects. This is expected to result in a project schedule that captures all project activities in sequence with realistic time frames. This project schedule is also epected to be approved by stakeholders.

<p>once it is approved.</p>			
<p>To develop a cost management plan which will help to control project cost.</p>		<p>This method has been selected as it will be used to analyze schedule activities so as to identify cost associated with each activity. These costs will then be baselined.</p>	
<p>To develop the human resource management plan to effectively manage the project.</p>	<p>This method has been selected as it will be used by the Project Manager and sponsors to describe project positions needed and to develop a job description for each project position.</p>		
<p>To develop the quality management plan to ensure quality service.</p>	<p>This method has been selected as it will be used to obtain from stakeholders quality expectations and standards. This method will also be used to</p>		

	<p>describe quality standards and quality assurance activities to project teams at project sites. Output from this process include a description of all quality standards.</p>		
<p>To develop the risk management plan to manage project risks.</p>		<p>This method has been selected as it will be used to analyse project activities to identify all risks in order to come up with suitable risk responses. This process is expected to generate a list of risks.</p>	
<p>To develop the procurement management plan to procure needed items/services from outside the organisations.</p>		<p>This method has been selected as it will be used to analyse project activities so as to identify items/services to be procured as well as the vendors that should be used. This process is</p>	

		<p>expected to produce a list of items/services to be procured as well as a list of suitable vendors.</p>	
<p>To develop the communication management plan to ensure efficient communication.</p>	<p>The descriptive method will be used to identify and describe communication needs, type, medium and format. This process is expected to generate important information for the communication plan.</p>		
<p>To use integration management to develop the project management plan which will be used to implement the project.</p>		<p>Used to analyse project processes and activities so as to determine how they should be integrated. This process is expected to produce the integration plan.</p>	
<p>To develop the stakeholder</p>		<p>This method will be used to</p>	

<p>management plan so as to define the requirements, processes and techniques for engaging stakeholders based on their needs, interest and influence on the project.</p>		<p>analyse stakeholders' interest, influence and Impact on project using power/ interest grid, power/influence and power/impact grid as well as discussions held with the stakeholders. This process is expected to prioritise stakeholders as well as identify the most important needs that must be met.</p>	
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3.8. Tools

PMBOK Guide fifth edition (2013) describe a tool as “something tangible, such as a template or software program, used in performing an activity to produce a product or result” (p. 565).

Tools to be used in the project include: meetings, expert judgement, analytical techniques, make or buy analysis, organizational charts and position descriptions, market research, bench marking, seven basic quality tools, communication requirement analysis, communication models, communication methods, networking, and change control tools.

Table 3. Tools (PMBOK Guide fifth edition, 2013)

Objectives	Tools
To develop the integration management plan so as to effectively manage all the processes and activities during the project life cycle in order to produce desired outputs.	<ul style="list-style-type: none"> • Expert judgement • Brainstorming • Meetings • Analytical techniques • Change control tools
To develop a scope management plan which will ensure that the project include all work required by key stakeholders and exclude work that are not required by the stakeholders.	<ul style="list-style-type: none"> • Meetings • Interviews • Observation • Analytical techniques • Expert judgement • Communication models and methods • Change control tools.
To develop a requirements management plan to ensure that the project validates and meet the needs of its external and internal stakeholders.	<ul style="list-style-type: none"> • Interviews • Observation • Focus groups • Document analysis • Expert judgement • Facilitated workshops
To develop a schedule management plan which will outline the approach to be followed in creating the project schedule. The schedule management plan will also describe how the project schedule will be monitored and modified once it is approved.	<ul style="list-style-type: none"> • Expert judgement • Analytical techniques • meetings
To develop a cost management plan which will help to control project cost.	<ul style="list-style-type: none"> • Expert judgement • Analytical techniques • Meetings
To develop the human resource management plan to effectively manage	<ul style="list-style-type: none"> • Organizational charts and position descriptions

the project.	<ul style="list-style-type: none"> • Networking • Organizational theory • Expert judgement • Meetings
To develop the quality management plan to ensure quality service.	<ul style="list-style-type: none"> • Meetings • Quality management plans of similar projects
To develop the risk management plan to manage project risks.	<ul style="list-style-type: none"> • Meetings • Discussion with risk experts • Risk management plan of past similar projects
To develop the procurement management plan to procure needed items/services from outside the organisations.	<ul style="list-style-type: none"> • Expert judgement • Meetings
To develop the communication management plan to ensure efficient communication.	<ul style="list-style-type: none"> • Meetings
To use integration management to develop the project management plan which will be used to implement the project.	<ul style="list-style-type: none"> • Meetings • Integration plan of past similar projects
To develop the stakeholder management plan so as to define the requirements, processes and techniques for engaging stakeholders based on their needs, interest and influence on the project.	<ul style="list-style-type: none"> • Expert judgement • Stakeholder analysis • Meetings • Communication skills • Interpersonal skills • Management skills

3.9. Assumptions and constraints

According to the PMBOK Guide fifth edition (2013), an assumption is “a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration. It also describes the potential impact of those factors if they prove to be false” (p. 124).

A constraints is “a limiting factor that affects the execution of a project or process” (PMBOK Guide fifth edition (2013) p. 124)

Assumptions:

- Project team has the knowledge and skill to produce integration management plan.
- There will not be significant changes to project scope which may adversely affect project cost and completion time.
- The project can be completed in the allotted time (3 months).
- There will be no delays or cost overruns which will enable the project to be completed on time and within budget.
- Quality of project management plan will meet expectations of project stakeholders.
- All required project staff will be available when needed by the project.
- All required material, equipment and services will be available when needed by the project.
- Relevant stakeholders will be able to provide all required resources necessary for the development of the project management plan.
- Quality management plan will be implemented as planned.
- Risk responses identified and implemented will protect the project from all risks.
- All items/services needed will be available at the right time and at the budgeted price.
- There will be efficient communication between project stakeholders throughout the project.
- The project team has the knowledge and skills to develop the project management plan.
- Project team has the knowledge and skills to perform stakeholder analysis and is able to identify stakeholder needs, interest and influence.

Constraints:

- One project member assign to work on plan
- 100% of scope must be completed by the end of project
- Each requirement must be approved by all of the sponsors
- Lack of equipment for developing schedule
- Project must be completed within the agreed budget (US\$20,213).
- Project will not have an administrative staff of its own
- Each mentor must provide at least 90 mins of mentoring each week
- Sponsors willing to consider only a small amount of risks
- Only a small percentage of funding available for project
- Poor communication between project stakeholders
- Project manger lack knowledge and skills to integrate all project activities and processes.
- Some requirements cannot be derived strictly from customers needs.

Table 4. Assumptions and Constraints (Victor Kent, 2019)

Objectives	Assumptions	Constraints
To develop the integration management plan so as to effectively manage all the processes and activities during the project life cycle in order to produce desired outputs.	Project team has the knowledge and skills to produce integration management plan	One project member assign to work on plan
To develop a scope management plan which will ensure that the project include all work required by key stakeholders and exclude work that are not required by the stakeholders.	There will not be significant changes to project scope which may adversely affect project cost and completion time.	100% of project scope must be completed by the end of the project.
To develop a requirements management plan to ensure that the project validates and meet the needs of its external and internal stakeholders.	Quality of project management plan will meet expectations of project	Each requirement must be approved by all of the sponsors

	stakeholders.	
To develop a schedule management plan which will outline the approach to be followed in creating the project schedule. The schedule management plan will also describe how the project schedule will be monitored and modified once it is approved.	The project can be completed in the allotted time (3 months).	Lack of equipment for developing schedule
To develop a cost management plan which will help to control project cost.	There will be no delays or cost overruns which will prevent the project from being completed on time and within budget.	Project must be completed within the agreed budget (US\$20,213).
To develop the human resource management plan to effectively manage the project.	All required project staff will be available when needed by the project.	Project will not have an administrative staff of its own
To develop the quality management plan to ensure quality service.	Quality management plan will be implemented as planned.	Each mentor must provide at least 90 mins of mentoring each week.
To develop the risk management plan to manage project risks.	Risk responses identified and implemented will protect the project from all risks.	Sponsors willing to consider only a small number of risks
To develop the procurement management plan to manage the procurement of needed items/services from outside the organisations.	All items/services needed will be available at the right time and budgeted price.	Only a small percentage of funding available for project
To develop the communication management plan to ensure efficient communication.	There will be efficient communication between project stakeholders throughout the project	Poor communication between project stakeholders
To use integration management to develop the project management plan which will be used to implement the project.	Project team has the knowledge and skills to develop plan	Project manager lacks knowledge and skills to integrate all project activities and

		processes
To develop the stakeholder management plan so as to define the requirements, processes and techniques for engaging stakeholders based on their needs, interest and influence on the project.	Project team has the knowledge and skills to perform stakeholder analysis and is able to identify stakeholder needs, interest and influence.	Some requirements cannot be derived strictly from customer needs

3.10. Deliverables

PMBOK Guide fifth edition (2013) states that “a deliverable is any unique and verifiable product, result or capability to perform a service that is required to be produced in order to complete process, phase, or project” (p. 84).

Table 5. Deliverables (Victor Kent, 2019)

Objectives	Deliverables
To develop the integration management plan so as to effectively manage all the processes and activities during the project life cycle in order to produce desired outputs.	Approved integration management plan
To develop a scope management plan which will ensure that the project include all work required by key stakeholders and exclude work that are not required by the stakeholders.	Approved scope management plan for managing and controlling the project scope.
To develop a requirements management plan to ensure that the project validates and meet the needs of its external and internal stakeholders.	Approved requirements management plan for managing requirements and ensuring that the results of the project meet stakeholders' expectations.

To develop a schedule management plan which will outline the approach to be followed in creating the project schedule. The schedule management plan will also describe how the project schedule will be monitored and modified once it is approved.	Approved schedule management plan for managing project schedule.
To develop a cost management plan which will help to control project cost.	Approved cost management plan which will help to ensure that the project remains within budget.
To develop the human resource management plan to effectively manage the project.	Approved human resources management plan for managing project team.
To develop the quality management plan to ensure quality service.	Approved quality management plan for managing project quality.
To develop the risk management plan to manage project risks.	Approved risk management plan for managing project risks.
To develop the procurement management plan to manage the procurement of needed items/services from outside the organisations.	Approved procurement management plan to secure needed items/services not available within the organisations.
To develop the communication management plan to ensure efficient communication.	Approved communication management plan for ensuring efficient communication.
To develop the integration management plan to integrate project processes and activities.	An approved project management plan for implementing mentoring project.
To develop the stakeholder management plan so as to define the requirements, processes and techniques for engaging stakeholders based on their needs, interest and influence on the project.	Approved stakeholder management plan for managing stakeholders.

4. RESULTS

4.1. Project Integration Management

Project integration management according to the PMBOK fifth edition (2013), “includes the processes and activities to identify, combine, unify, and coordinate the various processes and project management activities within the project management process groups” (p.63).

4.2. Project Charter

Table 6. Project Charter (Source: PMBOK Guide fifth edition, 2013, p. 66-72)

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: February 18, 2019	Creation of a project management plan for the mentoring of high school youths in Grenada.
Knowledge Areas / Processes	Application Area (Sector / Activity)
Knowledge areas: integration, scope, requirement, schedule, cost, human resource management. Process groups: initiation, planning.	Human resource development/youth development
Start date	Finish date
February 18, 2019	June 27, 2019
Project Objectives (general and specific)	

General Objective: To create a project management plan for mentoring high school students in Grenada.

Specific Objectives:

To develop the integration management plan so as to effectively manage all the processes and activities during the project life cycle in order to produce desired outputs.

To develop a scope management plan which will ensure that the project management plan include all work required by key stakeholders and exclude work that are not required by the stakeholders.

To develop a requirements management plan to ensure that the project management plan validates and meet the needs of its external and internal stakeholders.

To develop a schedule management plan which will outline the approach to be followed in creating the project schedule. The schedule management plan will also describe how the project schedule will be monitored and modified once it is approved.

To develop a cost management plan which will help to control project cost

To develop the human resource management plan to effectively manage the project team.

To develop the quality management plan to meet the quality requirements of the project.

To develop the communication management plan to ensure effective communication throughout the project.

To develop the procurement management plan which will enable the project team to source items/services from outside organisations.

To develop the risk management plan to control project risks. To develop the stakeholder management plan so as to define the requirements, processes and techniques for engaging stakeholders based on their needs, interest and influence on the project.

Project purpose or justification (merit and expected results)

Grenada is a small tri-island nation located in the Eastern Caribbean. It is north of Trinidad and Tobago and south of Saint Vincent and the Grenadines. The population of Grenada is about 108,339 (2018).

Approximately 32% of the population are youths (15-29 years). An analysis of the youth population in Grenada by the United Nations International Children's Emergency Fund (UNICEF) in 2017 revealed high crime, and delinquency among youths. These negative traits were attributed to high levels of youth unemployment, growing drug use among youths, expulsion/dropout from school and general poverty to name a few. Grenada is also said to have the highest number of youths charged for crimes on an annual basis in the entire Eastern Caribbean. Some 325 youths were charged in 2012, 250 in 2013 and 2014 respectively.

The project "Creation of a project management plan for the mentoring of High School Youths in Grenada" will therefore provide key stakeholders (Ministry of Youth, Sports and Culture, Ministry of Education, Grenada Industrial Development Corporation) with a management plan for a mentoring project which can be used to address the problems of youth crime, delinquency and other problems that are either affecting youths or are caused by youths. Once the project management plan is developed it can be used by a project team to facilitate the mentoring of youths in Grenada thus helping them to have successful careers and to become responsible, law-abiding citizens.

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

Project final deliverables will include but are not limited to:

- An approved project charter.
- An approved project management plan for the mentoring of 1200 at risk high school youths in Grenada.
- Approved subsidiary plans which will include an integration, scope, requirement, schedule, cost, human resource, quality, communication, procurement, risk, stakeholder management plan.

Assumptions

- Project team has the knowledge and skill to produce integration management plan.
- All project requirements and expectations have been identified and clearly outlined.
- There will not be significant changes to project scope which may adversely affect project cost and completion time.
- The project can be completed in the allotted time (3 months).
- There will be no delays or cost overruns which will enable the project to be completed on time and within budget.
- Quality of project deliverables will meet expectations of project stakeholders.
- All required project staff will be available when needed by the project.
- All required material, tools, equipment and services will be available when needed by the project.
- Relevant stakeholders will be able to provide all required resources necessary for the development of the project management plan.
- Quality management plan will be implemented as planned.
- Risk responses identified and implemented will protect the project from all risks.
- All items/services needed will be available at the right time and at the budgeted price.
- There will be efficient communication between project stakeholders throughout the project.
- The project team and other project stakeholders has the knowledge and skills to develop the project management plan, complete project documents and execute project.
- Project team has the knowledge and skills to perform stakeholder analysis and is able to identify stakeholder needs, interest and influence.
- Bonding will take place between mentor and students as a result of matching.

Constraints

- One project member assign to work on plan
- 100% of scope must be completed by the end of project
- Each requirement must be approved by all of the sponsors
- Lack of equipment for developing schedule

- Project must be completed within the agreed budget (US\$20,213).
- Project will not have an administrative staff of its own
- Each mentor must provide at least 90 mins of mentoring each week
- Sponsors willing to consider only a small amount of risks
- Only a small percentage of funding available for project
- Poor communication between project stakeholders
- Project manger lack knowledge and skills to integrate all project activities and processes.
- Some requirements cannot be derived strictly from customers needs

Preliminary risks

- Project may experience delays which may increase completion time resulting in increased project cost.
- Project may experience scope creep which can also increase project time and ultimately cost.
Lack of financial and other resources may negatively affect the project resulting in project failure.

Budget

Total project cost.....US\$20,213

Milestones and dates

Milestone	Start date	End date
Project charter developed, submitted and approved.	February 18, 2019	March 15, 2019
Project subsidiary plans developed, submitted and approved	March 25, 2019	April 5, 2019
Project team finalized and kickoff meeting held.	March 18, 2019	March 22, 2019
Project mangement plan developed, submitted and approved.	April 8, 2019	April 12, 2019
Project requiremnents and expectations outlined to project team memebers at project sites.	September 16, 2019	September 20, 2019
Project Manager responsible for execution of project hired.	September 2, 2019	September 27, 2019
Project subsidiary plans	September 27, 2019	September 30, 2019

reviewed by Project Manager responsible for executing project.		
All tools, materials and equipment needed available for project.	September 27, 2019	October 11, 2019
Quality assurance visits conducted	October 14, 2019	October 18 & November 6, 2019
Mentors and students or mentees recruited	October 14, 2019	October 25, 2019
Mentors assigned to project sites	October 28, 2019	October 29, 2019
Each selected mentor matched with three or four mentees	October 30, 2019	October 31, 2019
Project orientation held and project launched	October 28, 2019	November 1, 2019
Weekly status meetings held	September 1, 2019	June 30, 2019
All relevant project documents completed by stakeholders	November 1, 2019	November 1, 2019
Mentees mentored and relationship between mentor and mentees established.	October 28, 2019	June 30, 2020
Mentoring project measured	November 4, 2019	November 6, 2019
Project plan updated with changes	October 28, 2019	November 1, 2019
Project risk management activities implemented.	September 1, 2019	June 26, 2019
Project successfully executed according to plan	September 2, 2019	June 30, 2020
Project Closed	June 28, 2020	June 30, 2020

Relevant historical information

The Grenada Industrial Development Corporation (GIDC) is a statutory body established by the Government of Grenada to facilitate investments in Grenada. In 2004 GIDC partnered with the New Life Organization, T.A. Marryshow Community College and the International Youth Foundation to implement the Caribbean Youth Empowerment Program (CYEP). This program provided disadvantaged youths in Grenada with the opportunity to develop critical skills, secure employment including self employment and to develop hope.

Stakeholders

Identification of Key Project Stakeholders

Key or major project stakeholders for this project include the Chief Executive Officer (CEO) at the Grenada Industrial Development Corporation (GIDC), the Permanent Secretaries in the Ministry of Education and the Ministry of Youths, Sports and Culture in Grenada. These three above-mentioned organisations constitute the project sponsors. Other major stakeholders include selected project management, mentoring or youth development experts, the President of the Grenada Union of Teachers and the Archbishops of the Catholic and Anglican churches in Grenada, which operate many of the high schools in Grenada. In addition, the president of the Grenada National Parent Teacher Association as well as the president of the student council for each of the high schools selected to participate in the mentoring program. All key project stakeholders will be consulted in developing project.

Other Indirect stakeholders: other business organisations, community members that are not in high school and do not have children in high school.

4.3. Monitor and Control Project Work

Monitoring and controlling the work of the project involves tracking, reviewing overall project progress to meet the performance objectives outlined in the project management plan. The project manager/consultant will be responsible for monitoring and controlling the project and will provide monthly reports to the project sponsors on the status of the project.

4.4. Project Change Control

To limit the number of changes to the Project, the project manager and the project team will attempt to identify all requirements and risks at the earliest possible time. In addition, a change management process will be developed and followed in order to perform required changes. All requests for changes to the project must be submitted to the project manager in the form of a written change request document. The project manager will then review the change request, after which, he or she may perform an impact assessment using the project management plan

as the baseline. If an impact assessment is performed the result of this assessment will be presented to the project sponsors for a final decision. If the project sponsors accept the change request, then the project manager will make the necessary changes to the project and inform all stakeholders of the changes.

4.5. Close Project

In order to close the project, the project manager will will plan and host a closing ceremony for all mentees, mentee parents, mentors, project site staff and well-wishers. During this ceremony accomplishments, benefits may be highlighted and outstanding mentees and mentors may be recognized. The project manager will then confirm that the project is completed as outlined in the baseline by developing and issuing a final report that shows all requirements have been met. The acceptance of this final report by the project sponsors officially closes the project. In addition, the project manager will perform financial closure, issue final lessons learned and index and archive all project records.

4.6. Validate and Verify Service

To validate the project scope, the project sponsors will meet and examine and discuss the final report submitted by the project manager. During this meeting, the accomplished deliverables outlined in the report will be compared to the requirements and their acceptance criteria outlined in the requirements traceability matrix. The project sponsors may also review reports submitted by school or project site coordinators as well as hold meetings with school principals, project site coordinators and mentees. If the project sponsors are satisfied that all of the project requirements were met, then they will sign off on the project by accepting the final report. The act of accepting the report by the project sponsors verifies that that the project is completed and that the required service has been provided.

4.7. Development of Scope Management Plan

The scope management plan according to the PMBOK fifth edition (2013) is “a component of the project management plan that describes how the scope will be defined, developed, monitored, controlled and verified” (p. 109). Chart 7 below shows the processes, activities and result associated with the development of the scope management plan.

Table 7. Development of Scope Management Plan (PMBOK Guide fifth edition, 2013, p. 105-139)

Processes	Activities	Results
Plan scope management	Analysing the information in the project charter. Project team attends project meetings with stakeholders such as the Grenada Industrial Development Corporation, Ministry of Education, Ministry of Culture, Youth and Sports, parent associations and youth organisations and solicit requirements for the development of the scope management plan. Soliciting input from experts such as psychologists and project management professionals in order to develop the scope management plan. Developing, submitting and adjusting the scope management plan based on feedback provided. Approval of scope management plan by project sponsors.	Approved scope management plan

4.8. Project Requirements

A requirement according to the PMBOK Guide fifth edition (2013) is: “a condition or capability that is required to be present in a product, service or result to satisfy a contract or other formally imposed specification” (p. 558). Once identified by key stakeholders, project requirements will be recorded by project team members in the requirements register. These requirements will also be categorized as one of two possible requirements categories (project or product requirements) and then prioritized as high, medium or low by the project team. The chart 11 below shows the criteria used to prioritize requirements.

Table 8. Requirements Prioritization (MyPM, 2018)

Priority Level	Criteria (as agreed on by project manager and key stakeholders)
High	These requirements are required for project success.
Medium	These requirements support process operations and are not critical for project success.
Low	These requirements are quality and or functional process enhancements and are only desirable if time and resources are available.

Once the requirements register is completed, it will be validated with the key stakeholders and presented to the sponsors for their approval. Upon approval, the requirements will be recorded in the Requirements Traceability Matrix and the project manager will then assign each project team member six or more of the requirements. These project team members will be responsible for monitoring the status of these requirements and managing changes to the requirements. The project team members will also provide the project manager with weekly updates on the status of each requirement.

In the Requiements register in chart 12 below, are listed the project requirements.

Table 9. Requirements Register (PMBOK Guide fifth edition, 2013, p. 110-117)

Project Name: Creation of a Management Plan for the Mentoring of High School Youths in Grenada.	Date: 03/25/2019
Project Number:	Document Number:
Project Manager: K. Victor	Project Owner/Client: GIDC, DOE, Ministry of Youth, Sports & Culture

ID #	Date Rec'vd	Source	Requirement Name and Detailed Description	Category	Priority	Describe how the requirement meets a specific need or strategic objective	Approved By/Status
001	03/25/2019	Grenada Industrial Development Corporation	Each school or project site must see mentoring as an ongoing, structured relationship with a trusted individual aimed at developing the competence and potential of the mentee.	Project requirement	High	Requirement ensures that each school has a clear understanding of what mentoring is which would lead to the school having realistic expectations.	Approved
002	03/25/2019	Grenada Industrial Development Corporation	The mentoring projects must conform to best practices in mentoring. These best practices will	Project requirement	High	Requirement ensures that the mentoring project will be implemented correctly.	Approved

			be highlighted in the mentoring guide and discussed during the trainings.				
003	03/25/2019	Ministry of Education, Grenada	A total of 1200 at risk youths across 12 high schools (100 per school) met and held discussions on career-related topics with their mentors, received academic help from their mentors or participated in social funtions with their mentors. Each mentee is expected to participate in at least 80% of all sessions held by June, 2020.	Project requirement	High	Requirement help to ensure that a specific number of mentees are mentored for a specific amount of time using available resources.	Approved
004	3/25/2019	Grenada Industrial Development Corporation	Youths selected for mentoring must either have records of engaging in deviant	Project requirement	High	Requirement helps to ensure that youths at greatest risk of dropping out of school or engaging in	Approved

			behavior or based on class teachers assessment is likely to engage in deviant behavior.			deviant behavior get the help they need to remain in school and develop successful careers.	
005	03/26/2019	Grenada Industrial Development Corporation	Mentoring at each school must be conducted using available resources (US\$5,000 per school) and should be held for the school year (A period of 10 months starting in September 2019 and ending in June 2020).	Project requirement	High	Requirement ensures project is completed on time and within budget.	Approved
006	03/27/2019	Ministry of Youths, Sports and Culture	Mentors must be volunteers (not paid) who are retired persons or persons in their early, mid or late career who hold a bachelor or advanced degree and have 2 or more	Project requirement	High	Requirement helps to ensure that mentors have the experience and skills especially as it relates to career development.	Approved

			favourable references.				
007	03/27/2019	Grenada Industrial Development Corporation	No more than 4 youths must be matched with a mentor. Mentors may include parents from the Parent-Teacher Associations, past students and teachers as well as church members.	Project requirement	High	Requirement helps to ensure that each mentor has a manageable number of youths to work with.	Approved
008	03/28/2019	Grenada Industrial Development Corporation	Each mentor must provide at least 90 mins of mentoring each week by facilitating mentoring meetings or accompanying mentees on outings.	Project requirement	High	Requirement ensures adequate time is allotted to mentoring. This is according to best practice as established by the organization Mentor New York.	Approved
009	03/25/2019	Ministry of Education, Grenada	Participants to be mentored at each school should include both at-risk (likely to engage in deviant behavior) high	Project requirement	Medium	Requirement ensures that the focus is placed on at-risk high school students, especially at-risk high school boys, who constitute the	Approved

			school boys and girls. However, the percentage of girls should not be more than 50%.			larger part of the population at risk	
010	03/26/2019	Ministry of Education, Grenada	Mentoring at each school must include dialogue on age –specific issues including the importance of staying in school and planning for the future.	Project requirement	High	Requirement ensures that the mentoring project addresses the pressing issues such as highschool dropouts and career development.	Approved
011	03/27/2019	Ministry of Education, Grenada	Mentoring at each school must also include academic help in subject areas where participants are weak as evidence by low grades on school reports and at least 6 educational and social trips or outings which must be organized by the school coordinator.	Project requirement	High	Requirement helps to ensure that the project addresses needs facing youths such as the need for extra help in school work as well as motivate youths to take their schooling more seriously and to participate fully in the mentoring.	Approved

			Such outings may include college tours and trips to the movies or to see a sports event. Mentors if possible should accompany participants on such outings the cost of which will be covered in the allocated budget. The director at each school will determine how much money each mentor has for these outings throughout the year.				
012	03/28/2019	Ministry of Education, Grenada	Mentors must serve as role models by maintaining a clean police record and avoiding the use of offensive or demeaning language. Such desired behaviours	Project requirement	High	Requirement will help to ensure the success of the mentoring project by promoting the adoption of desired, positive behaviours by youths as opposed to negative	Approved

			when consistently displayed and alluded to are likely to be adopted by participants over time.			behaviours. Such activity is likely to result in less deviant behavior since many youths do not have role models or follow the wrong role models.	
013	03/29/2019	Grenada Industrial Development Corporation	Mentoring must take place in a designated classroom at the selected school or at the work place of the mentor or any suitable place selected by the mentor and approved by the school coordinator and school principal.	Project requirement	Medium	Requirement ensures that mentoring takes place in a suitable and appropriate environment that allows for effective dialogue, uplifting experiences and bonding between mentor and mentees.	Approved
014	03/29/2019	Ministry of Education, Grenada	Mentoring must be promoted through word of mouth by the Ministry of Education at highschool principals' meetings, by highschool	Project requirement	High	Requirement generates widespread support for the project by highlighting the importance of the project and disseminating information on the project.	Approved

			principals at staff, students and parents' teachers' meetings. In addition, the mentoring program will be promoted by the GIDC on Grenada's Television and on the website of each of the key stakeholders or sponsors.				
015	03/26/2019	Grenada Industrial Development Corporation	Mentors must be trained in how to mentor by consultants from the organization Mentor New York, which is the organization responsible for mentoring for the City of New York. This training typically lasts for 5 hours and can be done online or via in-person meetings.	Project requirement	High	Requirement ensures that mentors are equipped with the skills to deliver effective mentoring sessions.	Approved
016	03/27/2019	Grenada	Each school	Project	High	Requirement	Approved

		Industrial Development Corporation	will be responsible for developing its mentoring program or syllabus which must be submitted to the Grenada Industrial Development Corporation by June 28, 2019 and approved by the key stakeholders or sponsors by July 31, 2019.	requirement		helps to ensure that mentoring addresses the issues of deviant behavior and career development while at the same time providing schools with the opportunity to be innovative.	
017	03/26/2019	Ministry of Education, Grenada	Each mentee must have an application together with a parent consent form signed by his or her parents providing permission to participate in the mentoring project.	Project requirement	High	Requirement secures the necessary permission for mentees to participate in project.	Approved
018	03/27/2019	Grenada Industrial Development Corporation	Each school or project site must submit via email by the 5 th of every month a soft copy of their	Project requirement	High	Requirement provides a means of tracking the progress and success of the project	Approved

			monthly report outlining accomplishments in regards to project goals.				
019	03/28/2019	Grenada Industrial Development Corporation	Each mentee must complete quarterly surveys developed and administered by the Grenada Industrial Development Corporation.	Project requirement	High	Requirement provides a means of evaluating the effectiveness of the project.	Approved
020	03/29/2019	Grenada Industrial Development Corporation	Project members aware of project requirements and stakeholders' expectations	Project requirement	High	Requirement help to ensure project success by ensuring that final deliverables meet requirements.	Approved
021	03/26/2019	Grenada Industrial Development Corporation	A Project Manager must be recruited for executing project.	Project requirement	High	Requirement help to ensure that there is someone with overall responsibility for executing project.	Approved
022	03/27/2019	Ministry of Education, Grenada	Project Manager responsible for executing project must	Project requirement	High	Requirement help to ensure that project is implemented as planned	Approved

			review all subsidiary plans				
023	03/28/2019	Ministry of Education, Grenada	All quality assurance visits conducted	Project requirement	High	Requirement help to ensure final deliverables meet requirements	Approved
024	03/25/2019	Grenada Industrial Development Corporation	A total of 1200 students and 300 or 400 mentors must be recruited for the project	Project requirement	High	Requirement help to ensure that the project conforms to best practices for group mentoring.	Approved
025	03/26/2019	Ministry of Education, Grenada	Project must be measured at 3 levels (project, mentoring connection, individual)	Project requirement	High	Requirement help to ensure that the project meet stakeholders' expectations	Approved
026	03/27/2019	Ministry of Youths, Sports and Culture	Project team must conduct weekly meetings to determine project status	Project requirement	High	Requirement help to ensure that project is on time and on budget.	Approved
027	03/28/2019	Grenada Industrial Development Corporation	All risk management activities must be implemented as planned.	Project requirement	High	Requirement help to protect the project against negative risks.	Approved
Approved By:							

4.9. Requirements Traceability Matrix

The requirements traceability matrix in chart 13 below highlights the key requirements identified by stakeholders as being critical for the success of the project. These requirements therefore form part of the project scope.

Table 10. Requirements Traceability Matrix (PMBOK Guide fifth edition, 2013, p. 110-117)

Project Name: Creation of a Project Management Plan for the Mentoring of High School Youths in Grenada	Date: 03/25/2019
Project Number	Document Number
Project Manager: K. Victor	Project Owner/Client: GIDC, DOE, Ministry of Youth, Sports & Culture

ID #	Date Rec'vd	Source	Requirement Name and Description	WBS	Assign To	Acceptance Criteria	Tested By and Date	Accepted By and Date
001	03/25/2019	Grenada Industrial Development Corporation	Each school or project site must see mentoring as an ongoing, structured relationship with a trusted individual aimed at developing the competence and potential of the mentee.	2.1.6	T. John	This definition of mentoring must be reflected in the school application to be part of the mentoring project in order for the application to be accepted.	Project team 4/1/2019	Project sponsors 4/5/2019
002	03/25/2019	Grenada Industrial	The mentoring projects must	2.1.6	S. Paul	Each mentoring	Project team	Project sponsors

		Development Corporation	confirm to best practices in mentoring. These best practices will be highlighted in the mentoring guide and discussed during the trainings.			projects confirm to the design, methods for attracting participants and connecting mentors and mentees as well as method for guiding mentoring relationships and measuring project discussed at trainings.	4/1/2019	4/5/2019
003	03/25/2019	Ministry of Education, Grenada	A total of 1,200 at risk youths must be across 12 high schools (100 per school) had at least an 80% participation in the project by June, 2020.	2.1.6	T. John	1200 at risk youths registered and mentored by June 2019	Project team 4/1/2019	Project sponsors 4/5/2019
004	03/25/2019	Grenada Industrial Development Corporation	Youths selected for mentoring must either have records of engaging in deviant behavior or based on class teachers' assessment, are likely to engage	2.1.6	T. John	Records or behavior log for each student showing deviant behavior or letter from class teacher	Project team 4/1/2019	Project sponsors 4/5/2019

			in deviant behavior.			providing justification why student should be in project.		
005	03/26/2019	Grenada Industrial Development Corporation	Mentoring at each school must be conducted using available resources (US\$5,000 per school) and should be held for the school year (10- month period starting in September 2019 and ending in June 2020).	2.1.6	S. Paul	Mentoring completed within budget of US\$5000 and on time (by June 30, 2019).	Project team 4/2/2019	Project sponsors 4/5/2019
006	03/27/2019	Ministry of Youths, Sports and Culture	Mentors must be volunteers (not paid) who also are or were career professionals (entry level, mid or late-career, retired).	2.1.6	T. John	Mentor resume and application shows that mentor is or was a career professional . References described mentors as dedicated.	Project team 4/3/2019	Project sponsors 4/5/2019
007	03/27/2019	Grenada Industrial Development Corporation	No more than 4 youths must be matched with a mentor. Mentors may include	2.1.6	T. John	Records showing 4 youths matched to 1 mentor	Project team 4/3/2019	Project sponsors 4/5/2019

			parents from the Parent-Teacher Associations, past students and teachers as well as church members.					
008	03/28/2019	Grenada Industrial Development Corporation	Each mentor must provide at least 90 mins of mentoring each week.	2.1.6	S. Paul	Record of mentoring hours	Project team 4/4/2019	Project sponsors 4/5/2019
009	03/25/2019	Ministry of Education, Grenada	Participants to be mentored at each school should include both at-risk high school boys and girls however the percentage of girls should not be more than 50%.	2.1.6	T. John	Files and electronic records showing registered participants with no more than 50% at-risk girls. At-risk students are students who have records of engaging in deviant behavior or based on class teachers assessment, are likely to engage in deviant behavior.	Project team 4/1/2019	Project sponsors 4/5/2019
010	03/26/2019	Ministry of	Mentoring at	2.1.6	S. Paul	Sponsors	Project	Project

		Education, Grenada	each school must include dialogue on age –specific issues including the importance of staying in school and planning for the future.			witnessing mentoring involving dialogue. This requirement will be tracked through the monthly reports and will be measured as part of the evaluation.	team 4/2/2019	sponsors 4/5/2019
011	03/27/2019	Ministry of Education, Grenada	Mentoring at each school must also include academic help in subject areas where participants are weak evident by low grades on school reports and at least 6 educational and social trips or outings which must be organized by the school coordinator. Such outings may include college tours and trips to the movies or to a	2.1.6	T. John	Sponsors witnessing mentoring involving academic support and educational and social trips. Monthly reports from school coordinators showing academic help and trips or outings	Project team 4/3/2019	Project sponsors 4/5/2019

			sports game. Mentors if possible should accompany participants on such outings.					
012	03/28/2019	Ministry of Education, Grenada	Mentors must serve as role models by maintaining a clean police record and avoiding the use of offensive or demeaning language. Such desired behaviours when consistently displayed and alluded to are likely to be adopted by participants over time.	2.1.6	S. Paul	Positive feedback from mentors and mentees regarding relationships formed and role of mentors. This feedback must be obtained from quarterly evaluations conducted.	Project team 4/4/2019	Project sponsors 4/5/2019
013	03/29/2019	Grenada Industrial Development Corporation	Mentoring must take place in a designated classroom at the selected school or at the work place of the mentor or any suitable place selected by the mentor and	2.1.6	T. John	Mentoring venue approved by School Coordinator and Principal.	Project team 4/4/2019	Project sponsors 4/5/2019

			approved by the school coordinator and school principal.					
014	03/29/2019	Ministry of Education, Grenada	Mentoring must be promoted through word of mouth by the Ministry of Education at highschool principals' meetings, by highschool principals at staff, students and parents' teachers' meetings. In addition, the mentoring program will be promoted by the GIDC on Grenada's Television and on the website of each of the key stakeholders or sponsors.	2.1.6	S. Paul	Television and website advertisements regarding mentoring project on National TV and sponsors' websites. Reports from Ministry of Education and highschool-principals indicating that mentoring project information was disseminated to relevant stakeholders	Project team 4/4/2019	Project sponsors 4/5/2019
015	03/26/2019	Grenada Industrial Development Corporation	Mentors must be trained in how to mentor by consultants from the organization Mentor New York which is the	2.1.6	T. John	Copy of the certificate of completion for each mentor	Project team 4/2/2019	Project sponsors 4/5/2019

			organization responsible for mentoring for the City of New York. This training typically last for 5 hours and can be done online or via inperson meeting.					
016	03/27/2019	Grenada Industrial Development Corporation	Each school will be responsible for developing its mentoring program or syllabus which must be submitted to the Grenada Industrial Development Corporation by July 28, 2019 and approved by the key stakeholders or sponsors by July 31, 2019.	2.1.6	S. Paul	Mentoring program for each school submitted and approved.	Project team 4/3/2019	Project sponsors 4/5/2019
017	03/26/2019	Ministry of Education, Grenada	Each mentee must have an application together with a parent consent form signed by his or her parents providing permission to participate in the mentoring	2.1.6	T. John	Mentee application and parent consent form on file for each mentee	Project team 4/3/2019	Project sponsors 4/5/2019

			project.					
018	03/27/2019	Grenada Industrial Development Corporation	Each school or project site must submit via email by the 5 th of every month a soft copy of their monthly report outlining accomplishments in regards to project goals.	2.1.6	S. Paul	Monthly report submitted by each project site by the 5 th of each month.	Project team 4/4/2019	Project sponsors 4/5/2019
019	03/28/2019	Grenada Industrial Development Corporation	Each mentee must complete quarterly surveys developed and administered by the Grenada Industrial Development Corporation.	2.1.6	T. John	Quartely survey responses from mentees submitted to the Grenada Industrial Development Corporation by stipulated deadline.	Project team 4/3/2019	Project sponsors 4/5/2019
020	03/29/2019	Grenada Industrial Development Corporation	Project members aware of project requirements and stakeholders' expectations	2.1.6	S. Paul	Project team members can verbally identify requirement and expectations	Project team 4/3/2019	Project sponsors 4/5/2019
021	03/25/2019	Grenada Industrial Development Corporation	A Project Manager must be recruited for executing project.	2.1.6	T. John	Project Manager contracted by 09/27/2019	Project team 4/3/2019	Project sponsors 4/5/2019
022	03/27/2019	Ministry of	Project Manager	2.1.6	S. Paul	Project	Project	Project

		Education, Grenada	responsible for executing project must review all subsidiary plans			Manager review all subsidiary plans by September 30, 2019.	team 4/3/2019	sponsors 4/5/2019
023	03/28/2019	Ministry of Education, Grenada	All quality assurance visits conducted	2.1.6	T. John	Quality visit undertaken and report issued	Project team 4/3/2019	Project sponsors 4/5/2019
024	03/25/2019	Grenada Industrial Development Corporation	A total of 1200 students and 300 or 400 mentors must be recruited for the project	2.1.6	S. Paul	1200 mentees and 300 or 400 mentees recruited	Project team 4/3/2019	Project sponsors 4/5/2019
025	03/26/2019	Ministry of Education, Grenada	Project must be measured at 3 levels (project, mentoring connection, individual)	2.1.6	T. John	Project measured at all 3 levels	Project team 4/3/2019	Project sponsors 4/5/2019
026	03/27/2019	Ministry of Youths, Sports and Culture	Project team must conduct weekly meetings to determine project status	2.1.6	S. Paul	Weekly status meetings conducted	Project team 4/3/2019	Project sponsors 4/5/2019
027	03/28/2019	Grenada Industrial Development Corporation	All risk management activities must be implemented as planned.	2.1.6	T. John	All risk activities implemented and reported	Project team 4/3/2019	Project sponsors 4/5/2019

4.10. Project Scope Statement

The project Creation of a Management Plan for the Mentoring of High School Youths in Grenada involves the development of a project management plan which when completed will be used to provide group mentoring to at least twelve hundred (1200) high school youths in Grenada to reduce school dropouts and crimes by youths. The project is undertaken as part of the requirements for the Masters Degree in Project Management with the University of International Cooperation and will follow the university's process for the development of a final graduation project. The project will commence on September 2, 2019 and will end on June 30, 2020. Work to be done under the project must include the development of all subsidiary plans that will include a scope, requirement, schedule, cost and human resource management plan. These subsidiary plans must then be integrated to produce the project management plan. The project management plan together with the subsidiary plans must each be reviewed and approved by the project sponsors. Project sponsors will include the Grenada Industrial Development Corporation (GIDC), Ministry of Education and the Ministry of Youth, Sports and Culture in Grenada.

Once the project management plan is completed a project manager or consultant will be hired by the project sponsors. This project manager/consultant will be responsible for implementing the project. The Work Breakdown Structure (WBS) below outline all of the work packages to be undertaken by the project manager/consultant. With regards to constraints, it is essential that the project meet the requirements and expectations of all the major stakeholders. In addition, the project must be completed within the allotted time and within the agreed budget. Assumptions for this project are that mentoring will be regarded as a viable solution to the problem of youth crime and that there will be no delays or cost overruns, there by enabling the project to be completed on time and within budget.

4.11. Work Breakdown Structure (WBS)

The WBS and the WBS dictionary in the chart below provide a breakdown of the processes to be followed, the work to be done as well as the specific deliverables to be produced.

Table 11. WBS (PMBOK Guide fifth edition, 2013, p. 129-132)

WBS	Work packages
1.	Development of a project management plan for the mentoring of high school youths in Grenada
	Project Management
1.1	Execution
1.1.1	Quality assurance
1.1.2	Acquire resources
1.1.3	Review subsidiary plans
1.1.4	Tools evaluation
1.1.5	Quality assurance
1.1.6	Recruit mentors
1.1.7	Assignment of mentors
1.1.8	Assignment of students
1.1.9	Quality assurance
1.1.10	Orientation Quality assurance
1.1.11	Explanation of project materials
1.1.12	Mentoring relationships
1.1.13	Quality assurance and inspection
1.1.14	Measure mentoring project
1.2	Control
1.2.1	Project management
1.2.2	Project status meeting
1.2.3	Risk management
1.2.4	project management plan
1.3	Closing
1.3.1	Close project
1.3.2	Quality assurance

Table 12. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada.			Date Prepared:		08/31/2019		
Work Package Name: Quality Assurance				Code of Account: 1.1.1					
Description of Work: Initial quality assurance visit to schools or project sites to discuss project quality expectations and requirements as well as mechanism for correcting discrepancies.				Assumptions and Constraints: Assumptions – All project requirements and expectations have been identified and clearly outlined. Constraints - Project must meet the requirements and expectations of all major stakeholders.					
Milestones: 1. Project requirements and expectations outlined to project team members at project sites.				Due Dates: September 20, 2019					
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
01	Visits to schools or project sites to discuss requirements and expectations	Representative of Project sponsors Financial	25	\$20	\$500				\$500
Quality Requirements: Project members aware of project requirements and stakeholders' expectations									

Table 13. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada.			Date Prepared:		08/31/2019		
Work Package Name: Acquire resources				Code of Account: 1.1.2					
Description of Work: Process for recruiting the person who will manage or coordinate the project.				Assumptions and Constraints: Assumptions - All required project staff will be available when needed by the project. All items/services needed will be available at the right time and at the budgeted price. Constraints - Project team should be fully staffed by project start date. All items/services must be available when needed by the project.					
Milestones: 1. Project Manager responsible for execution of project hired.				Due Dates: 9/27/2019					
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
02	Develop Terms of Reference (TOR) and Expression of Interest (EOI).	Administrative staff at GIDC Financial	2	\$100	\$200				\$200
03	Advertise EOI. Design tool for evaluating EOI.	Administrative staff at GIDC Financial	2	\$100	\$200				\$200
04	Evaluate EOI received. Identify and select top 3 applicants.	Administrative staff at GIDC Financial	2	\$100	\$200				\$200
05	Issue TOR and request technical and financial proposals.	Administrative staff at GIDC Financial	2	\$100	\$200				\$200
06	Design tools for evaluating proposals.	Administrative staff at GIDC	2	\$100	\$200				\$200

	Evaluate proposals received and award contract to top applicant.	Financial							
Quality Requirements: A project manager must be recruited for executing project.									

Table 14. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:	Development of a project Management Plan for the Mentoring of High School Students In Grenada	Date Prepared:	08/31/2019
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Work Package Name: Review subsidiary plans	Code of Account: 1.1.3
Description of Work: Reading of subsidiary plans developed by the project manager/consultant	Assumptions and Constraints: Assumptions - The project team has the knowledge and skills to develop the project management plan and execute project. Constraints - Project execution team knowledgeable of all aspects of project
Milestones: 1. Project subsidiary plans reviewed by Project Manager responsible for executing project.	Due Dates: September 30, 2019

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
07	Reading of subsidiary plans developed by the project manager/consultant	Project Manager/ Consultant							
Quality Requirement - Project Manager responsible for executing project must review all subsidiary plans									

Table 15. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada			Date Prepared:		08/31/2019		
Work Package Name: Tools development				Code of Account: 1.1.4.					
Description of Work: Tools for evaluating project including project quality				Assumptions and Constraints: Assumptions - All required material, tools, equipment and services will be available for the project. Constraints - All tools, items/services must be available when needed by the project.					
Milestones: 1. All tools, materials and equipment needed available for project.				Due Dates: October 11, 2019					
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
08	Development of project survey.	Project Manager Financial	2	\$100	\$200				\$200
09	Development of mentor connection survey.	Project Manager Financial	2	100	\$200				\$200
010	Development of mentee survey.	Project Manager Financial	1	100	\$100				\$100
Quality Requirements: Each mentee must complete quarterly surveys developed and administered by the Grenada Industrial Development Corporation.									

Table 16. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada				Date Prepared:		08/31/2019	
Work Package Name: Quality assurance			Code of Account: 1.1.5						
Description of Work: Quality assurance visit by project manager			Assumptions and Constraints Assumptions - Quality management plan will be implemented as planned. Constraints - All quality management activities must be implemented as planned.						
Milestones: 1. Quality assurance visit conducted			Due Dates: October 18, 2019						
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
01 1	Visit schools or project sites. Document process improvement and communicate information to stakeholders.	Project Manager Financial	1	\$150	\$150				\$150
01 2	Discuss report with project manager and principal and identify discrepancies if necessary.	Project Manager Financial	1	\$150	\$150				\$150
01 3	Discuss process improvements if necessary.	Project Manager Financial	1	\$100	\$100				\$100
01 4	Administer quality assurance metrics and Compile report.	Project Manager Financial	1	\$100	\$100				\$100

Quality Requirements: All quality assurance visits conducted.									

Table 17. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:	Development of a project Management Plan for the Mentoring of High School Students In Grenada	Date Prepared:	08/31/2019
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Work Package Name: Recruit mentors and students or mentees	Code of Account: 1.1.6
Description of Work: Method for recruiting and retaining mentors and mentees.	Assumptions and Constraints: Assumptions - All required project staff will be available when needed by the project. Constraints - Project team should be fully staffed by project start date.
Milestones: 1. Mentors and mentees recruited	Due Dates: October 25, 2019

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
015	Develop mentor and mentee application packets. Develop application and selection criteria	Project manager Financial	3	\$154	\$462				\$462
016	Promote the benefits to participants and stakeholders. Issue and accept applications.	Project manager Financial	4	\$100	\$400				\$400

017	Select mentors and mentees based on criteria.	Project manager Financial	3	\$100	\$300				\$300
018	Consider recognition and rewards for participation. Provide training and reinforcement throughout the project.	Project manager Financial	3	\$100	\$300				\$300
Quality Requirements: A total of 1200 students and 300 or 400 mentors must be recruited for the project									

Table 18. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada				Date Prepared:		08/31/19	
Work Package Name: Assignment of mentors			Code of Account: 1.1.7						
Description of Work: Develop criteria for assigning mentors.			Assumptions and Constraints: Assumptions - All required project staff will be available when needed by the project Constraints - Project team should be fully staffed by project start date.						
Milestones: 1. Mentors assigned to project sites			Due Dates: October 29, 2019						
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
019	Development of criteria for assigning mentors.	Project manager Financial	2	\$100					\$200

020	Assignment of mentors to sites.	Project manager Financial	2	\$100					\$200
<p>Quality Requirements: Each school or project site must see mentoring as an ongoing, structured relationship with a trusted individual aimed at developing the competence and potential of the mentee.</p>									

Table 19. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada				Date Prepared:		08/31/2019	
Work Package Name: Assignment of students					Code of Account: 1.1.8				
Description of Work: Matching of students with selected mentors					<p>Assumptions and Constraints: Assumptions – Bonding will take place between mentor and students or mentees as a result of matching. Constraints – Every mentor must bond with all students in his or her group.</p>				
Milestones: 1. Each mentor matched with three or four mentees					Due Dates: October 31, 2019				
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
021	Students matched with a mentor based on matching form	Project manager Financial	10	\$100	\$1,000				\$1,000
<p>Quality Requirements: No more than 4 youths must be matched with a mentor. Mentors may include parents from the Parent-Teacher Associations, past students and teachers as well as church members.</p>									

Table 20. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada				Date Prepared:		08/31/2019	
Work Package Name: Quality assurance			Code of Account: 1.1.9						
Description of Work: Quality assurance visit by project manager			Assumptions and Constraints: Assumptions - Quality management plan will be implemented as planned Constraints - All quality management activities must be implemented as planned.						
Milestones: 1. Quality assurance visit conducted			Due Dates: November 6, 2019						
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
02 2	Visit schools or project sites. Administer quality assurance metrics. Compile report.	Project manager Financial	2	\$100	\$200				\$200
02 3	Discuss report with project manager and principal and identify discrepancies if necessary.	Project manager Financial	2	\$100	\$200				\$200
02 4	Discuss process improvements if necessary. Document process improvement and communicate information to stakeholders.	Project manager Financial	1	\$100	\$100				\$100

Quality Requirements: All quality assurance visits conducted

Table 21. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada				Date Prepared:		08/31/2019	
Work Package Name: Orientation			Code of Account: 1.1.10						
Description of Work: Meeting of mentors, mentees, mentee parents and other stakeholders to officially launch the implementation of the project.			Assumptions and Constraints: Assumptions - There will be efficient communication between project stakeholders throughout the project. Constraints - No miscommunication or lack of communication throughout the project.						
Milestones: 1. Project orientation held and project launched			Due Dates: November 1, 2019						
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
025	Decide on date, time and format for the orientation. Develop agenda.	Project site team, Project manager Financial	1	\$100	\$100				\$100
026	Promote orientation to mentees, mentee parents and mentors. Host orientation.	Project manager Financial Project site team	4	\$100	\$400	100	\$5	\$500	\$900
Quality Requirements: Project members aware of project requirements and stakeholders' expectations									

Table 22. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada			Date Prepared:		08/31/2018		
Work Package Name: Explanation of project materials				Code of Account: 1.1.11					
Description of Work: Explanation of all project documents to mentees, parents and other stakeholders at orientation.				Assumptions and Constraints: Assumptions - The project team and other project stakeholders has the knowledge and skills to develop the project management plan, complete project documents and execute project. Constraints - Project execution team knowledgeable of all aspects of project.					
Milestones: 1. All relevant project documents completed by stakeholders				Due Dates: November 1, 2019					
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
027	Explanation of mentoring guide.	Project manager Financial	2	\$100	\$200				\$200
028	Explanation of matching form.	Project manager Financial	1	\$100	\$100				\$100
029	Explanation of parent consent form.	Project manager Financial	1	\$100	\$100				\$100
030	Explanation of reports.	Project manager Financial	1	\$100	\$100				\$100

Quality Requirements: Each mentee must have an application together with a parent consent form signed by his or her parents providing permission to participate in the mentoring project.

Table 23. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada			Date Prepared:		08/31/2019		
Work Package Name: Mentoring relationships				Code of Account: 1.1.12					
Description of Work: Procedures for ensuring successful mentorships.				Assumptions and Constraints: Assumptions - Quality of project deliverables will meet expectations of project stakeholders. Constraints - Project must meet the requirements and expectations of all major stakeholders.					
Milestones: 1. Mentees mentored and relationship between mentor and mentees established.				Due Dates: June 30, 2020					
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
03 1	Ensure that mentorships have goals and action plans.	Project manager Financial	4	\$100	\$400				\$400
03 2	Establish checkpoints where mentorships report on their progress.	Project manager Financial	2	\$100	\$200				\$200
03 3	Provide timely and relevant resources to mentorships throughout project.	Project manager Financial	2	\$100	\$200				\$200

03 4	Plan, guide and coordinate mentoring activities.	Project manager Financial	2	\$100	\$200				\$200
<p>Quality Requirements: The mentoring projects must conform to best practices in mentoring. These best practices will be highlighted in the mentoring guide and discussed during the trainings.</p>									

Table 24. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada				Date Prepared:		08/31/2019	
Work Package Name: Quality assurance and inspection					Code of Account: 1.1.13				
Description of Work: Quality assurance and inspection visits by project manager					Assumptions and Constraints: Quality of project deliverables will meet expectations of project stakeholders. Assumptions - Constraints - Project must meet the requirements and expectations of all major stakeholders.				
Milestones: 1. Quality assurance visits conducted					Due Dates: October 18 & November 6, 2019				
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
03 5	Visit schools or project sites. Administer quality assurance metrics.	Project manager Financial	1	\$100	\$100				\$100
03 6	Observe mentoring sessions. Compile report	Project manager Financial	1	\$100					\$100
03 7	Discuss report with project	Project manager	1	\$100					\$100

	manager/consultant, mentors, and principal and identify discrepancies if necessary.	Financial							
038	Discuss process improvements if necessary.	Project manager Financial	1	\$100					\$100
039	Document process improvement and communicate information to stakeholders.	Project manager Financial	1	\$100					\$100
<p>Quality Requirements: The mentoring projects must conform to best practices in mentoring. These best practices will be highlighted in the mentoring guide and discussed during the trainings.</p>									

Table 25. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:	Development of a project Management Plan for the Mentoring of High School Students In Grenada	Date Prepared:	8/31/2019
Work Package Name: Measure mentoring project		Code of Account: 1.1.14	
Description of Work: Assessing the level of success of the project.		Assumptions and Constraints: Assumptions - Quality of project deliverables will meet expectations of project stakeholders. Constraints - Project must meet the requirements and expectations of all major stakeholders.	
Milestones: 1. Mentoring project measured		Due Dates: November 6, 2019	

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
040	Plan to measure mentoring at 3 levels: the project, the mentoring connection and the individual.	Project manager Financial	1	\$100	\$100				\$100
041	For project level develop metrics relating to project goals.	Project manager Financial	1	\$100	\$100				\$100
042	For mentoring connections ask general questions about the mentorship to identify roadblocks and opportunities.	Project manager Financial	1.5	\$100	\$150				\$150
043	For participants, capture outcomes and feedback through the use of surveys administered to mentors and mentees.	Project manager Financial	1.5	\$100	\$150				\$150
Quality Requirements: Project must be measured at 3 levels (project, mentoring connection, individual)									

Table 26. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada			Date Prepared:		8/31/2019		
Work Package Name: Project management				Code of Account: 1.2.1					
Description of Work: Overall management of project				<p>Assumptions and Constraints:</p> <p>Assumptions - The project team and other project stakeholders has the knowledge and skills to develop the project management plan, complete project documents and execute project.</p> <p>Project team has the knowledge and skills to perform stakeholder analysis and is able to identify stakeholder needs, interest and influence</p> <p>Constraints - 100% of project scope must be completed by the end of the project.</p> <p>Project must meet the requirements and expectations of all major stakeholders.</p>					
Milestones: 1. Project successfully executed according to plan				Due Dates: June 30, 2020					
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
044	Management of project activities	Project manager Financial							\$500
Quality requirement: The mentoring projects must conform to best practices in mentoring as highlighted in the mentoring guide and discussed during the trainings.									

Table 27. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada			Date Prepared:		8/31/2019		
Work Package Name: Project status meetings				Code of Account: 1.2.2					
Weekly team meetings to discuss status of project.				Assumptions and Constraints: Assumptions - There will be efficient communication between project stakeholders throughout the project. Constraints - No miscommunication or lack of communication throughout the project.					
Milestones: 1. Weekly status meetings held				Due Dates: Every Friday of each week of project execution					
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
045	Weekly team meetings	Project manager Financial	2.5	\$100					\$250
Quality Requirements: Project team must conduct weekly meetings to determine project status									

Table 28. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada			Date Prepared:		8/31/2019		
Work Package Name: Risk management				Code of Account: 1.2.3					
Description of Work: Implementing risk management efforts outlined in risk plan				Assumptions and Constraints: Assumptions - Risk responses identified and implemented will protect the project from all risks. Constraints - All major risks identified and managed					
Milestones: 1. Project risk management activities implemented..				Due Dates: June 26, 2020					
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
046	Implementing risk management efforts outlined in risk plan	Project manager Financial	2.5	\$100					\$250
Quality Requirements: All risk management activities must be implemented as planned.									

Table 29. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada			Date Prepared:		8/31/2018		
Work Package Name: Project management plan				Code of Account: 1.2.4					
Description of Work: Updating the project management plan to reflect changes as project progresses.				Assumptions and Constraints: Assumptions - There will not be significant changes to project scope which may adversely affect project cost and completion time All project requirements and expectations have been identified and clearly outlined. Constraints - Changes made will not adversely affect project completion time and budget.					
Milestones: 1. Project plan updated with changes				Due Dates: November 1, 2019					
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
047	Updating project management plan	Project manager, Financial	5	\$100	\$500				\$500
Quality requirement plan: Project Manager responsible for executing project must review all subsidiary plans									

Table 30. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:		Development of a project Management Plan for the Mentoring of High School Students In Grenada			Date Prepared:		8/31/2019		
Work Package Name: Close project				Code of Account: 1.3.1					
Description of Work: Method for officially ending the project.				Assumptions and Constraints: Assumptions - There will be no delays or cost overruns which will enable the project to be completed on time and within budget. Constraints - Project must be completed within the allocated 3-month period. Project must be completed within the agreed budget (US\$20,213).					
Milestones: 1. Project Closed				Due Dates: June 30, 2020					
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
048	Decide on date, time and format for a closing ceremony. Develop agenda. Secure resources needed.	Project manager, Financial	1	\$100	\$100				\$100
049	Promote and host ceremony.	Project manager, Financial	2	\$100	\$200				\$200

	During ceremony allow for reflection on what was learned.								
050	Discussed next steps for mentees. Provide feedback on the benefits of the project.	Project manager, Financial	2	\$100	\$200				\$200
<p>Quality Requirements: Mentoring at each school must be conducted using available resources (US\$5,000 per school) and should be held for the school year (A period of 10 months starting in September 2019 and ending in June 2020).</p>									

Table 31. WBS Dictionary (PMBOK Guide fifth edition, 2013, p. 132)

Project Title:	Development of a project Management Plan for the Mentoring of High School Students In Grenada	Date Prepared:	8/31/2019
Work Package Name: Quality assurance		Code of Account: 1.3.2	
Description of Work: Quality assurance visit by project manager		Assumptions and Constraints: Assumptions - Quality of project deliverables will meet expectations of project stakeholders. Constraints – Project must meet the requirements and expectations of all major stakeholders.	

Milestones:			Due Dates: June 28, 2020						
1. Quality assurance visits conducted									
ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
05 1	Visit schools or project sites. Administer final evaluations.	Project manager, Financial	2	\$100	\$200				\$200
05 2	Analyse evaluations and compile reports.	Project manager, Financial	2	\$100	\$200				\$200
05 3	Submit reports.	Project manager, Financial	1	\$100	\$100				\$100
Quality Requirements: All quality assurance visits conducted									

4.12. Roles and Responsibilities

The project manager, sponsors, project team and other stakeholders will all have clearly defined roles as it relates to project scope management. This will help to ensure that only the work specified in the approved project scope is performed. The chart 9 below outlines the roles and responsibilities of each of the stakeholders.

Table 32. Roles and Responsibilities of Stakeholders (PMBOK Guide fifth Edition 2013, p. 404-414)

Name	Role	Responsibilities
Grenada Industrial Development Corporation (GIDC)	Sponsor	<ul style="list-style-type: none"> - Initiate the scope development process. - Responsible for securing the financial resources for developing the scope management plan. - Provide office space, office equipment and supplies for the development of the scope management plan. - Provide support for the project manager and the project team in the development of the scope management plan. - Approve project scope - Provides approval or denial for requested changes to project scope. - Perform evaluations of scope change requests. - Accept or reject project deliverables including the final scope management plan.
Ministry of Education (MOE)	Sponsor	<ul style="list-style-type: none"> - Host meetings with the project team and other stakeholders to discuss the scope management plan. - Provide permission to visit schools as well as access to school and student records to the project team for the purpose of developing the scope management plan. - Provide support as well as mobilise support from other stakeholders for the project team as they develop the scope statement. - Approve project scope - Provide approval or denial for requested changes to project scope. - Perform evaluations of scope change requests. - Accept or reject project deliverables including the final scope management plan.
Ministry of Culture, Youth and Sports.	Sponsor	<ul style="list-style-type: none"> - Approve project scope - Provide approval or denial for requested changes to project scope. - Perform evaluations of scope change requests. - Accept or reject project deliverables including the final scope management plan.
K. Victor	Project Manager	<ul style="list-style-type: none"> - Perform measurement and verification of the project scope. - Support the scope change request process. - Ensure the undertaking of impact

		<ul style="list-style-type: none"> - assessments of scope change requests - Organize and facilitate scheduled change control meetings. - Inform stakeholders of changes to project scope. - Make required changes to project documents once scope changes have been approved.
T. John	Team Member	<ul style="list-style-type: none"> - Participate in defining change resolutions. - Identify and evaluate the need for changes to project scope and inform the project manager of such needs.
S. Paul	Team Member	<ul style="list-style-type: none"> - Lead the development of the scope management plan. - Measure and verify project scope. - Identify and evaluate the need for changes to project scope and inform the project manager of such needs. - Participate in conducting impact assessments of scope. - Communicate outcomes of scope change requests to project team. - Facilitate team level change review process.
President of the Grenada National Parent Teacher Association.	Stakeholder	<ul style="list-style-type: none"> - Attend meetings related to project scope when requested to by the project manager. - Help in the creation on the project scope. - Identify scope constraints. - Identify scope requirements. - Help in educating others including local persons about project scope. - Help to set scope milestones
Representative of student council of the selected schools	Stakeholder	<ul style="list-style-type: none"> - Attend meetings related to project scope when requested to by the project manager. - Help in the creation on the project scope. - Identify scope constraints. - Identify scope requirements. - Help in educating others including local student bodies about project scope.
Selected project management, mentoring and youth development experts	Stakeholder	<ul style="list-style-type: none"> - Provide subject matter expertise specific to project scope to the project team. - Attend project meetings as requested by the project manager.
Archbishops or principals of selected schools	Stakeholder	<ul style="list-style-type: none"> - Attend meetings related to project scope when requested to by the project manager. - Help in the creation on the project scope. - Identify scope constraints. - Identify scope requirements. - Help in educating other stakeholders including about project scope.

		<ul style="list-style-type: none"> - Help to set scope milestones
President of the Grenada Union of Teachers	Stakeholder	<ul style="list-style-type: none"> - Attend meetings related to project scope when requested to by the project manager. - Help in the creation of the project scope. - Identify scope constraints. - Identify scope requirements. - Help in educating others including teachers about project scope. - Help to set scope milestones
Students	Stakeholder	<ul style="list-style-type: none"> - Attend meetings relating to scope development. - Identify needs/requirements relating to project scope. - Identify and raise issues or concerns relating to project scope. - Help to disseminate information about project scope.
Teachers	Stakeholder	<ul style="list-style-type: none"> - Attend and participate in meetings relating to the development of project scope. - Provide information that may be useful in the development of project scope. - Help identifying requirements relating to project scope. - Help sensitise others about the project scope.
Community members	Stakeholder	<ul style="list-style-type: none"> - Participate in meetings relating to the development of project scope. - Help to identify requirements relating to scope. - Identify and raise issues or concerns relating to project scope.

4.13. Scope Verification

Throughout the duration of the project, the project manager will verify project deliverables as they are completed against the scope outlined in the scope statement, WBS and WBS dictionary. Once the project manager is satisfied that the deliverable(s) meet the scope requirements, the project manager and the project sponsors will meet to formally accept the deliverable(s). During this meeting, the project manager will present the deliverable(s) and the project

sponsor will accept the deliverable(s) by signing the project approval statement at the bottom of the management plans.

4.14. Scope Control

Controlling project scope is the responsibility of the project team and the project manager. The project team will constantly refer to the WBS dictionary to ensure that all the required work is performed and that all defined deliverables for each WBS element has been produced. The project manager will also supervise the project team and lead the implementation of the project to ensure that the scope control process is followed. In the event that a change must be made to the project scope, such changes will be made through the change control process outlined above in section 4.1.3 (Project Change Control) under integration management.

Plan Approval

By signing below, we _____, _____,
_____ in our capacity as project sponsors, approve of this scope management plan.

Signature Signature Signature Date Approved

4.15. Development of Schedule Management Plan

The schedule management plan according to the PMBOK fifth edition (2013) is “a component of the project management plan that establishes the criteria and the activities for developing, monitoring, and controlling the schedule. The schedule management plan may be formal or informal, highly detailed or broadly framed, based upon the needs of the project, and includes appropriate control thresholds”

(p.148). The schedule management plan is an output of plan schedule management and the tutoring process. The activities and result of the processes are outlined in the chart below.

Table 32. Development of Schedule Management Plan (PMBOK Guide fifth edition, 2013, p. 145-148)

Processes	Activities	Results
Plan schedule management	Project team review schedule management plan of similar projects as well as meet with experts in scheduling to discuss the various options for developing the schedule. Meetings between the project manager, project sponsors, project team and selected stakeholders to develop the schedule management plan. Using analytical techniques for making scheduling decisions. Submitting the schedule management plan developed. Making adjustments to plan based on feedback obtained. Approval of scope management plan by project sponsors.	Approved schedule management plan

4.16. Schedule Management Approach

According to the PMBOK Guide (2015), Define Activities is the process of “identifying and documenting the specific actions to be performed to produce the deliverables” (P 149), this process will be used to identify all the work to be done to accomplish each deliverable. Specifically, the decomposition technique as well as expert judgement which are two techniques associated with the define activities

process will be used to identify all activities or efforts needed to achieve each deliverable. In addition, activity sequencing will be used to identify the sequence of activities that will result in the greatest efficiency given the project constraints. Some of the tools that will be used here include but are not limited to Precedence Diagramming Method (PDM) to show the sequence of activities that must be followed by the project team.

Resource estimation will also be conducted for each activity using expert judgement. Through resource estimations, the project team will be able to estimate the type and quantity of resources needed for each activity.

Finally, activity duration estimation will be conducted using expert judgement as well as analogous estimation. By estimating the duration of the activities, the project team will have an idea as to the amount of time each project activity will take to complete.

Once the preliminary schedule is complete it will be reviewed by the project team. If the project team is satisfied with the schedule, then the project sponsors will review and hopefully approve the schedule. Once the schedule is approved by the sponsors, it will be then baselined.

Table 33. Project Schedule (PMBOK Guide fifth edition, 2013, p. 172- 181)

WBS	Activities	Start date	End date	Responsibility
	Development of a project management plan for the mentoring of high school youths in Grenada			
1.1.1	Visit schools or project sites. Hold meeting with stakeholders on quality expectations and requirements. Discuss procedure for	9/16/2019	9/20/2019	Project sponsor representative

	correcting discrepancies.			
1.1.2	<p>Develop Terms of Reference (TOR) and Expression of Interest (EOI). Advertise EOI. Design tool for evaluating EOI. Evaluate EOI received. Identify and select top 3 applicants. Issue TOR and request technical and financial proposals. Design tools for evaluating proposals. Evaluate proposals received. Award contract to top applicant.</p>	9/2/2019	9/27/2019	Project Manager
1.1.3	<p>Review of scope plan. Review of schedule plan. Review of requirements plan. Review of quality plan. Review of cost plan. Review of human resource plan. Review of procurement plan. Review of risk plan. Review of communication plan.</p>	7/15/2019	7/19/2019	New Project Coordinator
1.1.4	<p>Development of project survey Development of mentor connection survey. Development of mentee</p>	7/22/2019	7/26/2019	Project Coordinator

	survey.			
1.1.5	<p>Visit schools or project sites.</p> <p>Administer quality assurance metrics.</p> <p>Compile report.</p> <p>Discuss report with project manager and principal and identify discrepancies if necessary.</p> <p>Discuss process improvements if necessary.</p> <p>Document process improvement and communicate information to stakeholders.</p>	7/23/2019	7/26/2019	Project Coordinator
1.1.6	<p>Develop mentor and mentee application packets.</p> <p>Develop application and selection criteria</p> <p>Promote the benefits to participants and stakeholders.</p> <p>Issue and accept applications</p> <p>Select mentors and mentees based on criteria.</p> <p>Consider recognition and rewards for participation.</p> <p>Provide training and reinforcement throughout the project.</p>	7/29/2019	8/9/2019	Project Coordinator
1.1.7.	<p>Development of criteria for assigning mentors.</p> <p>Assignment of mentors to sites.</p>	8/12/2019	8/16/2019	Project Coordinator

1.1.8.	Students matched with a mentor based on matching form	8/19/2019	8/23/2019	Project Coordinator
1.1.9.	<p>Visit schools or project sites.</p> <p>Administer quality assurance metrics.</p> <p>Compile report.</p> <p>Discuss report with project manager and principal and identify discrepancies if necessary.</p> <p>Discuss process improvements if necessary.</p> <p>Document process improvement and communicate information to stakeholders.</p>	8/19/2019	8/22/2019	Project Coordinator
1.1.10.	<p>Decide on date, time and format for the orientation.</p> <p>Develop agenda.</p> <p>Promote orientation to mentees, mentee parents and mentors.</p> <p>Host orientation.</p>	8/26/2019	8/30/2019	Project Coordinator
1.1.11.	<p>Explanation of mentoring guide.</p> <p>Explanation of matching form.</p> <p>Explanation of parent consent form.</p> <p>Explanation of reports.</p>	9/2/2019	9/6/2019	Project Coordinator
1.1.12.	<p>Ensure that mentorships have goals and action plans.</p> <p>Establish checkpoints where mentorships report</p>	9/9/2019	4/9/2020	Project Coordinator

	<p>on their progress.</p> <p>Provide timely and relevant resources to mentorships throughout project.</p> <p>Plan, guide and coordinate mentoring activities.</p>			
1.1.13.	<p>Visit schools or project sites.</p> <p>Administer quality assurance metrics.</p> <p>Observe mentoring sessions.</p> <p>Compile report</p> <p>Discuss report with project manager/consultant, mentors, and principal and identify discrepancies if necessary.</p> <p>Discuss process improvements if necessary.</p> <p>Document process improvement and communicate information to stakeholders.</p>	1/8/2019	4/8/2020	Project Coordinator
1.1.14.	<p>Plan to measure mentoring at 3 levels: the project, the mentoring connection and the individual.</p> <p>For project level develop metrics relating to project goals.</p> <p>For mentoring connections ask general questions about the mentorship to identify roadblocks and opportunities.</p> <p>For participants, capture</p>	4/10/2020	4/17/2020	Project Coordinator

	outcomes and feedback through the use of surveys administered to mentors and mentees.			
1.2.1	Overall management of project	7/1/2019	6/30/2020	New Project Coordinator
1.2.2	Weekly team status meetings	7/1/2019	6/30/2019	New Project Coordinator
1.2.3	Implementing risk management efforts outlined in risk plan	7/1/2019	6/30/2019	New Project Coordinator
1.2.4	Updating the project management plan to reflect changes as project progresses.	7/1/2019	6/30/2019	New Project Coordinator
1.3.1	Decide on date, time and format for a closing ceremony. Develop agenda. Secure resources needed. Promote and host ceremony. During ceremony allow for reflection on what was learned. Discussed next steps for mentees. Provide feedback on the benefits of the project.	6/15/2019	6/23/2019	New Project Coordinator
1.3.2	Visit schools or project sites. Administer final evaluations. Analyse evaluations and compile reports. Submit reports.	6/24/2020	6/26/2019	New Project Coordinator

4.17. Schedule Control

The project manager will hold weekly meetings during which time the project schedule will be updated with the latest information provided by team members responsible for specific task(s). Information to be provided by team members responsible for tasks may include but is not limited to actual start and finish dates of tasks and percentage of each task completed to date. The project manager will also determine the impact of changes to the schedule, submit request for changes to the schedule and report on progress made in regards to accomplishing schedule activities.

The project team however will participate in the weekly meetings during which time they will provide information on any changes to the actual start and finish dates of tasks. The project team will also be involved in all schedule change activities.

The project sponsors will keep track of the project schedule and review and approve requests for changes to the schedule put forward by the project manager.

4.18. Schedule Changes and Thresholds

Based on experts' advice and best practices a change threshold of 10% is expected to be established by the project sponsors. This change threshold represents the boundary within which changes to the schedule might take place without a change request being submitted and without the formal approval of the project sponsors. In the event that a member of the project team makes a request for changes to the project schedule, the project manager and the entire project team must meet to discuss and evaluate the change. During this meeting, project activities that may be affected by the proposed change should be identified. In addition, consequences that may result from the project change as well as alternatives actions that may be utilized should also be identified. If the project manager determines that a requested change will exceed the 10% threshold, then a schedule change request must be submitted to the project sponsors. Change request that do not meet the 10% threshold may be submitted to the project

manager for approval. In such cases the project manager is responsible for adjusting the schedule and informing the project team, sponsors and stakeholders about all changes. The project manager must also ensure that all change requests are properly recorded.

4.19. Scope Change

It is possible to have request for changes to project scope. These changes can be as a result of changes in stakeholder needs. Request for changes to project scope will be made to the project manager in the form of a change request form. The project manager and the project team will evaluate the effect of any changes to project scope on the current project schedule. If the project manager determines that the schedule will be significantly affected then a request must be made for the schedule to be re-baselined. The project sponsors must review and approve all requests to re-baseline the schedule.

4.20. Plan Approval

By signing below, we, _____, _____, _____ in our capacity as Project Sponsors, approve of this requirements management plan.

Signature Signature Signature Date Approved

4.21. Development of Cost Management Plan

The cost management plan according to the PMBOK fifth edition (2013) is a component of the project management plan and describes how the project costs will be planned, structured, and controlled” (p. 198). The cost management plan is a product of the plan cost management process.

The chart 16 below shows the activities associated with the development of the cost management plan.

Table 34. Development of Cost Management Plan (PMBOK Guide fifth edition 2013, p. 195-225)

Process	Activities	Results
Plan cost management	Project team review cost management plan of similar projects as well as consult with experts in costing to come up with reasonable costing estimates. Conduct planning meetings involving the project manager, project sponsors, project team and selected stakeholders to develop the cost management plan. Using analytical techniques to make strategic costing decisions. Submitting the cost management plan. Making adjustments to plan based on feedback provided. Approval of the cost management plan by project sponsors.	Approved cost management plan

4.22. Cost Management Plan

Project cost management according to the PMBOK Guide fifth edition (2013) includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget” (p. 193). The project cost management plan is a component of the project management plan. The project manager will be responsible for managing and reporting on all costs associated with the project (Creation of a project management plan for the mentoring of high school youths in Grenada). At least once per month, the project manager will meet with stakeholders to review the project’s cost performance for the current month as well as present the planned cost performance for the following month. Cost performance will be measured using earned value. In the event that there are cost deviations, the project manager will be held responsible and as a result, he or she will have to come up with strategies for getting the project cost within the stipulated budget. It must be emphasized that the project sponsors have ultimate authority to make changes to the project in order to get the project back within budget.

4.23. Cost Management Approach

In order to identify the required resources to complete the project activities historical information of comparable projects such as the Young Men Initiative of New York will be used to define which physical resources are needed and in what quantities. As a result, required time, material, labour, equipment and other resources will be identified. Once the resources types and quantities are known the associated costs will then be calculated. Payment for work will be done at the activity level. Fifty percent of cost will be paid at the commencement of work on

each activity while the other fifty percent will be due on completion of the activity. All project costs will be rounded to the nearest dollar.

4.24. Measuring Project Costs

As mentioned, earned value management will be used to measure the cost performance of the project of the project. The specific earned value metrics that will be used are: Schedule Variance (SV), Cost Variance (CV), Schedule Performance Index (SPI) and Cost Performance Index (CPI). A variance between 0.1 and 0.2 on the schedule or cost performance Index is a cautionary warning regarding project cost. Such variance must be reported to the project stakeholders and the project manager must provide valid reasons for the variance. A variance greater than 0.2 on the schedule or cost performance Index however is an alert warning indicating that project cost is out of line with budget. In this case, the project manager must not only provide reasons for the variance but also he or she must provide a corrective plan for bringing the project cost back to an acceptable level. Such corrective actions will require a project change request which must be approved by the project sponsors.

4.25. Reporting

As part of project reporting, a monthly project status report will be developed and circulated to all stakeholders. This status report will include a cost management section. Project cost information to be included in the cost management section will include the earned value metrics used, cost variances that are outside the budget limits and corrective actions planned. The cost management section will also be used to identify and track change requests.

4.26. Response Process for Cost Variances

For this, all attempts will be made to keep the CPI or SPI as close to 1 as possible. If the calculation of the CPI or SPI reveals values less than 0.8 or greater than 1.2 then a cost variance corrective action plan will be required. The project manager must therefore immediately report the variance and within five business days recommend possible corrective actions to the sponsors. The project sponsors will then select a corrective action plan and the project manager will be required to provide a formal cost variance corrective action plan to the sponsors within the next five days. This corrective action plan will outline actions to be taken to bring the project back within budget and the methods for assessing the performance of the corrective action plan. Once the corrective action plan is accepted by the sponsors, it will become part of the project management plan.

4.27. Cost Change Control Process

The project will follow the project change request process outlined in the requirements management plan. All requests for changes to cost will be made to the project manager in the form of a change request document. If the project manager considers the impact of the change to be significant he or she together with the project team will perform an impact assessment. The results of the impact assessment will then be submitted to the project sponsors. Any changes to the project budget/cost must be approved by the project sponsors. This process will help to control cost and ensures that project cost remain within budget.

4.28. Project Budget

The project budget, in the chart 17, gives an overview of the periodic and total costs of the project. The cost estimates provided define the cost of each work activity. Analogous estimating which is the use of the actual costs of previous,

similar projects activities will be used as the basis for estimating the cost of each activity. The activities costs will then be added together to give the total project cost.

Table 35. Project Budget (PMBOK Guide fifth edition, 2013, p. 208-212)

WBS	Activities	Description of Work	Budget (US\$)
	Development of a project management plan for the mentoring of high school youths in Grenada		
	Final Graduation Project		
1.1	Execution		
1.1.1	Visit schools or project sites. Hold meeting with stakeholders on quality expectations and requirements. Discuss procedure for correcting discrepancies.	Initial quality assurance visit to establish quality expectations	500
1.1.2.	Develop Terms of Reference (TOR) and Expression of Interest (EOI). Advertise EOI. Design tool for evaluating EOI. Evaluate EOI received. Identify and select top 3 applicants. Issue TOR and request technical and financial proposals. Design tools for evaluating proposals. Evaluate proposals received. Award contract to top applicant.	Recruitment of project manager/consultant	1,000
1.1.3.	Review of scope plan.	Review of subsidiary plans by the	

	<p>Review of schedule plan.</p> <p>Review of requirements plan.</p> <p>Review of quality plan.</p> <p>Review of cost plan.</p> <p>Review of human resource plan.</p> <p>Review of procurement plan.</p> <p>Review of risk plan.</p> <p>Review of communication plan.</p>	project manager/consultant	
1.1.4.	<p>Development of project survey.</p> <p>Development of mentor connection survey.</p> <p>Development of mentee survey.</p>	Development of tools for evaluating project including project quality	500
1.1.5	<p>Visit schools or project sites.</p> <p>Administer quality assurance metrics.</p> <p>Compile report.</p> <p>Discuss report with project manager and principal and identify discrepancies if necessary.</p> <p>Discuss process improvements if necessary.</p> <p>Document process improvement and communicate information to stakeholders.</p>	Quality assurance visit to schools to assess project quality	500
1.1.6.	<p>Develop mentor and mentee application packets.</p> <p>Develop application and selection criteria</p> <p>Promote the benefits to participants and stakeholders.</p> <p>Issue and accept applications</p> <p>Select mentors and mentees based on criteria.</p> <p>Consider recognition and rewards for participation.</p> <p>Provide training and</p>	Recruiting mentors and mentees for the project	1,462

	reinforcement throughout the project.		
1.1.7.	Development of criteria for assigning mentors. Assignment of mentors to sites.	Allocation of selected mentors to schools/project sites	400
1.1.8.	Students matched with a mentor based on matching form	Matching mentors to mentees	1000
1.1.9	Visit schools or project sites. Administer quality assurance metrics. Compile report. Discuss report with project manager and principal and identify discrepancies if necessary. Discuss process improvements if necessary. Document process improvement and communicate information to stakeholders.	Quality assurance visit to schools assess project quality	500
1.1.10.	Decide on date, time and format for the orientation. Develop agenda. Promote orientation to mentees, mentee parents and mentors. Host orientation.	Opening ceremony to launch project	1,000
1.1.11.	Explanation of mentoring guide. Explanation of matching form. Explanation of parent consent form. Explanation of reports.	Discussion of mentoring documents including mentoring guide	500
1.1.12.	Ensure that mentorships have goals and action plans. Establish checkpoints where mentorships report on their progress. Provide timely and relevant	Overseeing the mentoring project at the the different schools/project sites	1,000

	resources to mentorships throughout project. Plan, guide and coordinate mentoring activities.		
1.1.13.	Visit schools or project sites. Administer quality assurance metrics. Observe mentoring sessions. Compile report Discuss report with project manager/consultant, mentors, and principal and identify discrepancies if necessary. Discuss process improvements if necessary. Document process improvement and communicate information to stakeholders.	Quality assurance visit to schools assess project quality	500
1.1.14.	Plan to measure mentoring at 3 levels: the project, the mentoring connection and the individual. For project level develop metrics relating to project goals. For mentoring connections ask general questions about the mentorship to identify roadblocks and opportunities. For participants, capture outcomes and feedback through the use of surveys administered to mentors and mentees.	Evaluating the project	500
1.2.1	Overall management of project	Management of project by Project Manager	500
1.2.2	Weekly team status meetings	Quality assurance visit to schools assess project quality	250

1.2.3	Implementing risk management efforts outlined in risk plan	Conducting risk management activities	250
1.2.4	Updating the project management plan to reflect changes as project progresses.	Updating of the project management plan	500
1.3.1	Decide on date, time and format for a closing ceremony. Develop agenda. Secure resources needed. Promote and host ceremony. During ceremony allow for reflection on what was learned. Discussed next steps for mentees. Provide feedback on the benefits of the project.	Closing ceremony to close project	500
1.3.2	Visit schools or project sites. Administer final evaluations. Analyse evaluations and compile reports. Submit reports.	Final evaluation to assess project	500
1.3.3	Contingency reserve		7,340
	Management reserve		1,011
	Total Project Cost		20,213

4.29. Plan Approval

By signing below, we, _____, _____,
 _____ in our capacity as Project Sponsors, approve of this cost management plan.

 Signature Signature Signature Date Approved

4.30. Development of Human Resource Management Plan

The human resource management plan according to the PMBOK fifth edition (2013) is “a part of the project management plan, that provides guidance on how project human resources should be defined, staffed, managed and eventually released” (p. 264). The chart 18 below shows the activities associated with the development of human resource management plan.

Table 36. Development of Human Resource Management Plan
 (PMBOK Guide fifth edition, 2013, p. 132)

Processes	Activities	Results
Plan human resource management	Conducting human resource planning to identify and secure persons with required skills. Developing organizational chart, position descriptions and responsibility chart matrix. Use of expert judgement to aid decision making on critical human resource issues. Conducting planning meetings to reach consensus on the human resource management plan. Developing human resource management plan and submitting it for approval. Making adjustment to the human resource management plan based on feedback provided. Approval of human resource plan by project sponsors.	Approved human resource management plan

4.31. Human Resource Management Plan

The human resource management plan is the component of the project management plan which will help the project team to effectively manage human resource activities. It includes the project sponsors who will approve the plan. The assigned tutor who will guide the development of the plan and approve the plan, project team members, roles and responsibilities of the project team, project organizational chart and the staffing management plan.

4.32. Team Members Roles and Responsibilities

In order for the project to be successful, it must be adequately staffed and each staff or project team member must fully understand his or her roles and responsibilities. As a consequence, the following positions and their respective roles and responsibilities have been established:

Project Sponsors (PS), (3 sponsors): The project sponsors are the individuals with overall accountability for the project and are primarily concerned with ensuring that the project accomplishes its objectives. Key responsibilities of the project sponsors therefore include ensuring that the need for the project is valid and the authorization and allocation of resources for the project by signing the project charter. The project sponsors also ensure that the project is properly launched and that risks and changes made to the project are properly managed. With regards to roles and reporting structures, the project sponsors will establish such roles and structures and ensure that the project is always under control. Other responsibilities of the project sponsors involve approving key project deliverables and initiating and supporting project reviews. For all major issues and conflicts that are beyond the control of the project manager (lack of resources, priority issues), the project sponsors will resolve such issues and conflicts. Finally, the project sponsors will be responsible for the overall quality of the project. This include the

method used to develop the project as well as the end product which in this case is the project management plan.

Assigned Tutor (AS), (1 assigned tutor): The assigned tutor provides feed-back on all work done by the project team to develop the project management plan and all subsidiary plans. The feedback provided by the tutor is used by the project team to enhance the quality and accuracy of the plans. The assigned tutor, like the project sponsors, also provides approval of the plans. Project Manager (PM), (1 project manager): The project manager is responsible for the overall success of the project which is geared at creating a project management plan for the mentoring of high school youths in Grenada. The project manager will lead the project team and will authorize and approve all project expenditures. The project manager is also responsible for ensuring that work activities meet established acceptance criteria and fall within acceptable variances. In addition, the project manager will report on project status and evaluate the performance of project team members. Finally, the project manager will be responsible for acquiring human resources for the project through coordination with sponsors. Some of the critical skills needed for the project manager position include: leadership/management, budgeting, scheduling and communication skills.

Project Team Members (PTM), (2 project team members): project team members will be required to have skills that match the skills requirements of the project. The team members' role will be to successfully perform tasks that have been assigned to them. In performing tasks, the team members will keep the project manager informed of all progress made as well as all issues that may have arisen. The project team members are also responsible for understanding the purpose and objectives of the project through participation in meetings and assisting with research work. In undertaking project work, the project team members will work to timescales, within cost constraints and produce the deliverables/products to the

required specifications. As part of risk management, project team members will identify and monitor risks associated with the project while at the same time helping to promote communication and positive motivation. Some of the important qualifications needed for the project team position therefore include: excellent research and writing skills, experience developing project management plans, good communication skills.

4.33. Project Organizational Charts

The following Responsible, Accountable, Consult, Inform (RACI) chart 19 shows the relationship between project activities and project staff. Any proposed changes to the responsibilities must be approved by the project manager. Changes will be made in accordance with the project's change control process.

Table 37. RACI Chart (PMBOK Guide fifth edition, 2013, p. 262)

RACI Chart	Project Position			
	Project Sponsors	Project Manager	Project Team Members	UCI, Assign Tutor, Philologist, Reviewer, or Board of Examiners
Tutor assignment	I	I	I	R
Communication	I	A	I	R
Develop project charter	C	R	I	I
Submission of project charter	I	R	I	I
Review of project charter	R	A	I	R
Adjustment of project charter if needed based on feedback	I	A	R	I
Approve project charter	I	R	I	A
Develop scope management plan	C	A	R	I
Develop requirements management plan	C	A	R	I
Develop schedule management plan	C	A	R	I

Develop cost management plan	C	A	R	I
Develop human resource management plan	C	A	R	I
Submission of scope, requirements, schedule, cost and human resource management plans.	A	R	I	A
Tutor review	C	A	I	R
Incorporating feedback from review.	I	R	R	A
Approve scope, requirements, schedule, cost and human resource management plans.	A	R	R	A
Develop project management plan (PMP)	C	A	R	I
Submission of project management plan	I	R	I	I
Tutor review	I	A	I	R
Incorporating feedback from review.	I	A	R	I
Approve project management plan	I	A	R	A
Development of conclusions, recommendations and executive summary.	A	R	R	A
Submission to philologist	I	R	I	I
Philologist review	I	C	I	R
Incorporating revision dictum of philologist	I	A	R	I
Final graduation project (FGP) consisting of PMP & subsidiary plans submitted.	A	R	I	A
Tutor approval	I	A	R	A
Assignment of two reviewers	I	I	I	R
Communication	I	C	I	R
FGP submission to reviewers	A	R	I	A
FGP reading	R	A	I	R
Reports from reviewers	C	A	I	R
FGP updated	C	A	R	I
FGP reviewed and approve by reviewers	R	A	I	R
Final review	I	A	I	R
FGP grade report	I	R	I	A

Key:

R – Responsible for completing the work

A – Accountable for ensuring task completion/sign off

C – Consulted before any decisions are made

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

4.34. Staff Acquisition

For the project Creation of a Project Management Plan for the Mentoring of High School Youths in Grenada, the project sponsors will be responsible for hiring the project manager. The project manager and the project sponsors will then hire the project team members. With the exception of the project sponsors, the other project staff members will be external persons. It must be emphasized that all hirings will first have to be approved by the sponsors in addition, each project site will be provided with a staffing plan that will guide their hirings.

4.35. Resource Calendars

The project is expected to last for a total of 13 months. The Grenada Industrial Development Corporation (sponsor) will be responsible for providing office space as well as office supplies for the project. All resources are required to be secured before the project begin. The project manager and the project team members will be responsible for deciding on a work schedule including work hours that will enable them to deliver all required project deliverables.

4.36. Training

No training has been scheduled as the project manager and the project team members are expected to possess all required skills. However, if there is a pressing need for a specific training, funding may be provided for this training from the management reserve in the project budget.

4.37. Performance Reviews

The project manager will meet with project team members at the beginning of the project to assign work activities and communicate expectations of the work to be performed. The project manager will then evaluate the team performance on the assigned work at quarterly intervals throughout the ten months project duration period. The purpose of these performance evaluations is to ensure that each

project team member performs at an above average level by successfully completing at least eighty percent of all work activities assigned. For team members that are under performing special assistance such as training in weak areas will be provided to help them to improve. After each evaluation, the project manager will develop and submit a performance report to the project sponsors. The project manager will also meet with the project sponsors to discuss the performance report and decide on corrective actions if needed.

4.38. Plan Approval

By signing below, we, _____, _____, _____ in our capacity as Project Sponsors, approve of this human resource management plan.

Signature Signature Signature Date Approved

4.39. Development of Quality Management Plan

The quality management plan according to the PMBOK fifth edition (2013) “is a component of the project management plan that describes how the project management team plans to meet the quality requirements set for the project” (p.241). The quality management plan is an output of the plan quality management process. The chart 20 below shows the activities associated with the development of the quality management plan.

Table 38. Development of Quality Management Plan (PMBOK Guide fifth edition, 2013, p. 227-252)

Processes	Activities	Results
Plan quality management	Analysis of information in the project scope statement, WBS and WBS dictionary. Analysis of requirements and acceptance criteria. Viewing of the quality management plan of similar projects and the adoption of appropriate standards. Meetings of project manager, selected project team member, project sponsors and selected stakeholders to develop the quality management plan. Submitting the quality management plan developed. Making adjustments to plan base on feedback provided. Approval of the quality management plan by project sponsors.	Approved quality management plan

4.40. Quality Standards

Process Quality:

The process quality standards will be based largely on existing mentoring process standards that are commonly used. These standards must be approved by the project sponsors and other selected key stakeholders. About one month after mentoring has commenced, the process metrics will be measured and analyzed to determine the quality of the mentoring process. Once all process standards have

been followed then the project will achieve process compliance. The following are the list of process standards that will be utilized:

Standard 1: Definition of youth mentoring

Each project defines mentoring as an ongoing, structured relationship with a trusted individual aimed at developing the competence and potential of the mentee. This school-based mentoring projects should provide for consistent weekly contacts between mentor and mentees for a minimum of one academic year. Meetings between mentor and mentees must occur at least once per week for a minimum of at least ninety (90) minutes per week. The number of mentees to mentors is not more that 4 to 1 (group mentoring). In-addition, there will be consistent relationship between the one mentor and the same four mentees.

Standard 2: Recruitment plan

Each project has a comprehensive recruitment plan for recruiting mentors and mentees. The projects also have clearly stated project goals and objectives as well as proper mechanisms in place for mentor and mentee follow-up and enrollment which include among other things eligibility criteria, and benefits for mentor and mentees. Addition there will be a written position description outlining roles and responsibilities of both mentors and mentees.

Standard 3: Eligibility screening

Mentors and mentees will be screened for eligibility.

For mentees

Written application which is reviewed by a trained project staff or volunteer.

Parent/guardian written permission.

For Mentors

Written application which is reviewed by a trained project staff or volunteer.

Face-to-face interview with trained staff or volunteer.

Reference check (personal and professional)

Police record check

Suitability criteria that relate to targeted mentee population and project goals.

These criteria may include applicant skills, level of education, and career interest.

Standard 4: Orientation and training

Project provide each mentor, mentee and parent/guardian of mentee with an orientation, training and support materials. The orientation and training should be conducted by a project staff member or a trained volunteer and should take place before matching mentors and mentees. Project orientation should include project overview and description, mentor and mentee eligibility and commitment and project benefits and rewards. Project training which can be one or more trainings for a minimum of two hours covered project policies, description of roles, responsibilities and expectations, discussions on how to build healthy relationships, age appropriate activities, establishing boundaries and how to handle crisis or problems.

Standard 5: Matching strategy

The project has a matching strategy, which is inline with the project goals, requires that the mentor and mentee meet as required by the project. It matches one mentor to no more than four mentees and has set criteria for matching mentors and mentees.

Standard 6: Match monitoring process

Process in place for monitoring and supporting matches. This includes consistent communication between all parties (mentees, mentors, project staff). The file containing mentor and mentee applications, screening, follow-up, should match. There should be documentation of all communication with parents/guardians and policy describing appropriate future contacts between mentors and mentees.

Standard 7: Mentor support, recognition and retention

The project supports mentoring relations and has processes in place for recognizing and retaining volunteers. Relevant information will be provided to mentors and mentees in a timely manner. There will be on-going training and other development opportunities for mentors and mentees. There will be discussion of relevant issues affecting project and ongoing recognition, appreciation and celebration activities. Finally, the sharing of accomplishments via newsletters, reports and other correspondence will be done.

Standard 8: Match closure

The project has a process in place for effectively closing match between mentors and mentees. This includes interviews to highlight efforts and outcomes between mentor and project staff, mentee and staff and mentor and mentee.

Standard 9: Program evaluation

The project will conduct a formal evaluation process which includes a process evaluation as well as an outcome evaluation. Process evaluation may include tracking things such as the number of recruitment events, the number of mentees and mentors recruited, the percentage of mentors and mentees screened, the number of trainings provided to mentors and mentees, the percentage of mentors completing the project, the number of mentees matched etc. Outcome evaluation however measures changes in mentees. These include the number of mentees being promoted in class or completing high school, improvement in mentees social skills and a reduction in crimes and other offences by youths.

Standard 10: Organizational management

The project is adequately staffed and has the skills necessary for undertaking tasks. This may include paid or volunteer staff. Job descriptions for all staff or volunteers will be provided.

4.41. Quality Assurance

In order to ensure quality an iterative quality process will be used throughout the project lifecycle. This iterative process includes measuring process metrics, analyzing process data and continuously improving the mentoring processes. Some of the key mentoring processes include recruiting mentors and mentees,

matching mentors and mentees, mentoring and closing matches. The project manager/consultant will conduct monthly visits to each of the twelve selected schools or mentoring sites. The purpose of these visits is to ensure that all processes are being correctly implemented and executed. During each visit the project/manager consultant will review project documents including but not limited to monthly reports, meeting sign-in sheets, mentor and mentee files, project proposal and matching forms so as to assess quality. The chart 21 below shows the key quality assurance metrics for the mentoring projects.

Table 39. Quality Assurance Metrics (PMBOK Guide fifth edition, 2013, p. 242-247)

Standards	Standard Components	Yes/No	Assessment Interval
Definition of youth mentoring	<ul style="list-style-type: none"> - Mentees meet with mentor at least once per week. - Mentees meet with mentor for at least 90 mins per week. - Number of mentees to mentor is no more than 4 to 1. - Each mentor works with the same mentees. 		Monthly
Recruitment plan	<ul style="list-style-type: none"> - Project has a well-developed plan for recruiting mentors and mentees. - Project has clearly stated goals and objectives. - There is a clear process in place for mentor and mentee enrollment and followup. - There are clear outline eligibility criteria. - Mentor and mentee benefits are clearly outlined. - Mentor and mentee roles and responsibilities are clearly stated. 		Monthly
Eligibility screening	<ul style="list-style-type: none"> - Each mentee has a completed mentee 		Monthly

	<p>application with parent consent form.</p> <ul style="list-style-type: none"> - Each mentor has a completed mentor application. - Interview report for each mentor completed. - Reference check report completed for each mentor. - Police record on file for each mentor. - Sustainability criteria established for each mentor. 		
Orientation and training	<ul style="list-style-type: none"> - Project orientation covering all major aspects of project including project overview, description, eligibility, commitment, benefits and rewards held for mentee, mentors, parents/guardians before matching. - All relevant trainings and support materials provided to mentee, mentors and parents /guardians. 		Monthly
Matching strategy	<ul style="list-style-type: none"> - Project has an appropriate strategy for matching mentors with mentees. 		Monthly
Match monitoring process	<ul style="list-style-type: none"> - Project has an appropriate process for monitoring and supporting mentor-mentee matches. 		Monthly
Mentor support, recognition and retention	<ul style="list-style-type: none"> - Project adequately supports mentoring relationships. - Project recognizes and retains volunteers. - Relevant project information provided to mentors and mentees in a timely manner. - Training and other opportunities provided to mentors and mentees. - Ongoing recognition, appreciation and celebration activities held. - Discussion of relevant issues affecting project. - Sharing of accomplishments. 		Monthly
Match closure	<ul style="list-style-type: none"> - Project has a well-defined and 		Monthly

	appropriate process for closing matches between mentor and mentees		
Organizational management	<ul style="list-style-type: none"> - Project adequately staffed and staff members have required skills. - Each staff member has a job description. 		Monthly
Program evaluation	<ul style="list-style-type: none"> - Relevant process and outcome evaluations received and administered. 		Monthly

The project manager will administer the quality assurance metrics on his or her visits to schools or project sites and will select yes or no for each standard component depending on whether the component is present or not. In the event that discrepancies are found, the project manager/consultant will meet with the project coordinator and principal of the schools where the discrepancies are found to review the discrepancies and discuss process improvement. All process improvements efforts must be documented, implemented and communicated to all stakeholders by the project coordinator at the specific schools or mentoring sites.

4.42. Quality Inspection

As part of the monthly visits to schools or mentoring sites, the project manager/consultant will actually observe on at least four occasions the actual mentoring of mentees by mentors. This will help to ensure that the mentoring process meets the requirements and expectations of the stakeholders.

4.43. Development of Communication Management Plan

The communication management plan, in the charter 22, according to the PMBOK fifth edition (2013) "is a component of the project management plan that describes how project communication will be planned, structured, monitored and controlled (p.296). The communication management plan is an output of the plan communication management process. The chart below shows the activities associated with the development of the communication management plan.

Table 40. Development of Communication Management Plan (PMBOK Guide fifth edition, 287, p. 307)

Processes	Activities	Results
Plan communication management	Face-to-face meetings of the project team with stakeholders to discuss and agree on communication methods, ways to update project information and how to respond to request for project information from stakeholders. Development of the communication plan by the project team. Submitting the communication plan developed. Making adjustments to the plan based on feedback provided. Approval of the plan by project sponsors.	Approved communication management plan

4.44. Communication Management Approach

The project manager/consultant will be responsible for ensuring that there is effective communication throughout the project. The communication requirements are outlined in the communication matrix below. This communication matrix helps identify the information to be communicated, who sends out the communication and when and who should receive the communication. In regards to changes to the communication plan, these changes will be managed by the project manager/consultant. Requests for changes to the communication plan can be made by any stakeholder. These changes must be approved by the project sponsors (GIDC, Ministry of Education, Ministry of Youths, Sports and Culture).

Once the change is approved, the project manager/consultant will update the communication plan and inform all stakeholders of the changes.

4.45. Communication Management Constraints

Monetary expenses for communication activities will be limited to the amount approved by the project sponsors. The Project manager/consultant will be responsible for seeking funding approval for communication activities and ensuring that the amount spent for these activities does not exceed the approved amount. The frequency of Project communication will be in accordance with what is outlined in the communication matrix. In the event that communication activities must exceed the approved monetary amount or frequency limit, the Project manager/consultant must first obtain the approval of the Project sponsors. In regards to confidential information such as mentor and mentee personal information only the Project sponsors may authorize the distribution of such information. The Project manager/consultant is responsible for ensuring that the necessary approval is obtained before releasing any confidential information.

4.46. Stakeholder Communication Requirements

The project manager/consultant will have a dialog with each stakeholder in order to determine his or her preferred method and frequency of communication. The findings from these dialogs will be recorded in the stakeholder register. Standard project communication will take place in accordance with the communication matrix however depending on each stakeholder communication requirements, individual communication may be used. From the dialogs with stakeholders project communication channels will also be identified and all necessary steps will be taken to ensure that all stakeholders have access to these channels. The stakeholder register containing stakeholder's communication requirements as well as the communication matrix will be used as the basis of project communication.

4.47. Roles

Project Sponsors

The project sponsors which include GIDC, Ministry of Education and the Ministry of Youths, Sports and Culture. These sponsors are the champions of the project and will provide the necessary funding for the project. The sponsors are obviously top executives of the project and as a result, communication with sponsors should be presented in summary format unless more detailed communication is requested.

Project Manager/Consultant

The project manager /consultant is responsible for executing the project. This involves managing project resources, providing guidance to the project team, monitoring and reporting on project activities. The project manager is therefore the primary Communicator for the project and as a result, he or she is responsible for distributing information in accordance with the communication management plan.

Project Team

The project team is comprised of all persons, volunteer or paid, who work on the project. The project team therefore needs to have a clear understanding of what needs to be done in what time-frame. As a result, the project team will require detailed communication in the form of day-to-day interactions with project manager and other team members as well as weekly team meetings.

Other Stakeholders

Stakeholders include persons who are affected by the project. These are persons or organisations with whom the project team needs to communicate. The project team will communicate with such stakeholders via face-to-face meetings.

4.48. Communications Matrix

The chart below shows the communications requirements of the project.

Table 41. Communications Requirements (PMBOK Guide fifth edition, 2013, p. 300-301)

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable	Format
Trainings	Communicate expectations, knowledge and know how.	Face-to-Face, Online	Once	Mentors, Mentees, Project Coordinator	Project Manager	Trained persons	Hard Copy of Manual
Orientation	Introduce the project team and the project. Review project objectives and management approach.	Face-to-Face	Once	Project Sponsors, Project Team, Mentors, Mentees, Parents/Guardians	Project Manager	Agenda, Meeting Minutes	Soft copy emailed, Hard Copy
Monthly Project Site Visits	Communicate and enforce requirements	Face-to-Face	Monthly	Project Coordinator for site, School Principal	Project Manager	Site Report	Hard Copy
Project Team Meetings	Review status of the Project with	Face-to-	Monthly	Project Sponsors,	Project Manager/	Agenda, Meeting	Hard Copy,

	sponsors and other stakeholders	Face, Conference Calls		Other Stakeholders, Project Manager/Consultant	Consultant	Minutes, Project Schedule	Soft copy emailed to audience
Meeting with Vendors	Communicate progress made with items/services to be supplied	Face-to-Face, Email, Telephone	Weekly	Vendors	Project Coordinators at schools or Project Sites	Procurement Report	Hard Copy on File, Soft Copy Emailed
Project Status Reports	Report the status of the project including activities, progress, costs and issues	Email, Face-to-Face	monthly	Project Sponsors, Project Team, Stakeholders,	Project Manager	Project Status Report, Project Schedule	Soft copy of report emailed, hard copy available at meeting
Closing	Communicate accomplishments and next steps	Face-to-Face	Once	Project Sponsors, Mentors, Mentees, Parents/Guardians, Project Team	Project Manager	Agenda, Final Report, Certificates	Hard Copy

4.49. Guidelines for Meetings

Meeting agenda

Meeting Agenda will be distributed one week in advance of the meeting. The Agenda should identify the topics to be covered as well as the presenter for each

topic and the time allotted for the topic. The first item in the agenda should be a review of action items from the previous meeting.

Meeting Minutes

Minutes from meetings will be distributed within two business days following the meeting. Minutes will include items discussed as well as new action items to be undertaken.

Action Items

Action items are tasks that need to be accomplished. Each action item will have an owner and will be recorded both in the agenda and the minutes. Each meeting will begin with a review of the status of action items from the previous meeting and will end with the identification of new action items that need to be accomplished.

Meeting Chair Person

The project manager/consultant will chair each meeting and will also be responsible for developing and distributing the meeting agenda. In addition, the project manager will facilitate the meetings, distribute the minutes and ensure that the meetings start and end on time.

Secretary

The secretary is responsible for documenting the status of all meeting items and taking notes of anything else of importance during the meeting. The secretary will also create the Meeting Minutes.

4.50. Communication Escalation Process

Good communication is essential for Project success since poor communication can result in the project falling behind schedule. As a result, it is important that any discrepancies regarding project communication, in the chart 24, are handled in an efficient and timely manner. In order to resolve communication issues efficiently, the following escalation model will be used. This model highlights the priority level, the authority responsible for making a decision and the timeframe for resolution.

Table 42. Escalation Process (Project Management Docs, 2019,)

Priority Level	Meaning	Responsible Authority	Resolve Within
1	Project manager/consultant determined that discrepancy can have major negative impact on project if not resolved quickly.	Project sponsors	3 hours
2	Project manager/consultant determined that discrepancy can have medium impact on project.	Project sponsors	1 day
3	Project manager/consultant determined that discrepancy can have slight impact on project.	Project manager/consultant	2 days
4	Project manager/consultant determined that discrepancy can have insignificant impact on project but there may be a better solution.	Project manager/consultant	Work continues and any recommendations are submitted via the project change control process

4.51. Development of Procurement Management Plan

The procurement management plan, in the chart 25, according to the PMBOK, fifth edition (2013) “is a component of the project management plan that describes how a project team will acquire goods and services from outside the performing organization” (p. 366). The chart below shows the activities associated with the development of the procurement management plan.

Table 43. Development of Procurement Management Plan (PMBOK Guide fifth edition, 2013, p. 355-389)

Processes	Activities	Results
Plan procurement management	<p>Analysis of information in the scope statement, WBS, WBS dictionary and requirements management plan. Use of expert judgement, market research and meetings to make procurement decisions.</p> <p>Development of the procurement plan by the project team and submitting it for approval. Making adjustments to the plan based on feedback provided.</p> <p>Approval of the procurement plan by the project sponsors.</p>	Approved procurement management plan

4.52. Procurement Management Approach

The administrative and accounts department of the GIDC acting on the advice of the project sponsors will procure the services of a project manager/consultant. Once the project manager/consultant is hired he or she may help with the selection and hiring of project coordinators for the selected schools or project sites. The project coordinators at the schools or selected project sites with the approval of the

school principal and the project manager/consultant will then procure items needed for mentoring.

4.53. Procurement Definition

The table below captures the items/services that will be needed for the project.

Table 44. Items/Services Needed

Item/Service	Justification	Needed
Project manager/consultant	Needed for managing the mentoring project.	By July 12, 2019
Vendors of sites offering sports, entertainment and specialised learning/career building experiences.	Needed for building mentor – mentee relationships and specialised learning.	On days of planned outings.
Lunch/refreshments	Needed for feeding mentees after mentoring sessions and during outings.	On days of mentoring or outings
Bus service	Needed for taking mentees on visit to colleges, sports games and places of interest.	On days of planned outings.

4.54. Types of Contract to be Used

All items/services needed, will be bought using firm-fixed price contracts. For the project manager/consultant, the administrative and accounts department of the GIDC working in conjunction with the project sponsors will first develop the Terms of Reference (TOR) and Expression of Interest (EOI) before advertising the expressions of interest. Once the EOI has been advertised the tool for evaluating the EOI will be developed and used to evaluate the applications received. The top three applicants will then each received a Terms of Reference and an invitation to send in a technical and financial proposal. Once the technical and financial proposals have been evaluated, the top applicant will be issued the firm-fixed price

contract for a ten-month period. |For the other vendors, the project coordinators at the schools or project sites acting in conjunction with the project manager and principal will solicit and evaluate bids from various local vendors based on the conditions of the contract in order to obtain the items/services needed. Once the vendors have been selected, the contract may be awarded for a period of ten months.

4.55. Cost Determination

Cost determination of all items/services to be procured will be based on the lowest monetary price of the technical proposals and bids received once this proposal and bid meet all the conditions of the evaluation criteria and contract.

4.56. Evaluation Criteria

The following evaluation criteria will be used to select and award contracts under the project:

- Cost – the proposed cost of the contract must not exceed the budgeted cost for the contract.
- Ability to supply item/service by the required date – in this regard the procurement team will look at production capacity, distribution system number of contracts the vendor currently has and past performance to determine if vendor is likely to provide item/service by required date.
- Quality – quality will be dependent on on quality of proposal, sample items submitted and feedback obtained on past performance of the vendor.

These criteria will be assessed by the relevant procurement persons. The final decision will be based on these selected criteria.

4.57. Vendor Management

The project sponsors will be responsible for managing the project manager. The project coordinators at the schools or project sites however will be responsible for

managing the other vendors and will report to the project manager. While the project sponsors are required to meet monthly with the project manager, the project coordinators at the schools or project sites will meet weekly with each vendor to discuss items/services to be procured. These meetings can be in person, via e-mail or over the telephone. In addition, the meetings can serve as a reminder to vendors of their obligations as well as help to ensure that all requirements regarding the items/services to be procured are being met.

4.58. Vendor Performance Metrics

The following metrics, in the chart 27, will be used to assess vendor performance for the project procurement activities. Each metric will be rated on a scale of 1 – 3 with 1 being unsatisfactory, 2 being acceptable and 3 being exceptional. The ratings may also be stored in a past performance database which can be used for selecting vendors for future mentoring projects.

Table 45. Vendor Performance Metrics (Project Management Docs, 2019)

Vendor Name	Prod./Service Quality	On Time Delivery	Documentation Quality	Development Costs	Development Time	Cost per Unit	Transaction Efficiency

4.59. Development of Risk Management Plan

The risk management plan, in the chart 28 according to the PMBOK, fifth edition (2013) “is a component of the project management plan and describes how risk management activities will be structured and performed” (p. 316).

Table 46. Development of Risk Management Plan (PMBOK Guide Fifth edition 2013, p. 309-353)

Processes	Activities	Results
Plan risk management	Analysis of information in the project charter as well as well as all subsidiary plans developed to date. Soliciting of expert advice in regards to risks. Meeting of project team with stakeholders to develop the risk management plan. Submitting the risk management plan for approval. Making adjustments to plan based on feedback. Approval of the risk management plan.	Approved risk management plan

4.60. Risk Identification

For this project, the Crawford Slip method will be used to identify project risks. Under this method, the project manager will provide each member of the project team with a pen and paper. The team members will then have ten minutes to identify and list as many risks as they possibly can. In addition to the Crawford Slip method, interviews will be conducted with two mentoring experts and a risk assessment meeting will be held with stakeholders and the project team. Risks identified will be added to the risk register. Finally, the project team will review past similar projects to determine the most common risks and identify the strategies used to mitigate them.

4.61. Risk Qualification and Prioritisation

Once the risks are identified the project team lead by the project manager will utilised a probability-impact matrix to assign a probability and impact factor to each

risk. This process will enable the project manager to prioritise the risks based on the effect they may have on the project.

4.62. Project Risk Register

The risk register below in the chart 29 shows identified risks, their probability of occurrence and potential impact on the project as well as risk response strategies for minimising risks.

Table 47. Risk Register (Project Management Docs, 2019)

Risk Identification		Quantitative Rating				Risk Response		
Risk	Risk Category	Probability (%)	Impact (USD)	EMV	Risk Ranking	Risk Response	Trigger	Risk Owner
Project may experience delays which may increase completion time.	Schedule	10	-4000	-400	7	Reduce or control	Project falling behind schedule	T. John
Project may experience scope creep which can increase project cost.	Budget	30	-1000	-300	10	Reduce or control	Requests from stakeholders for additions to scope	S. Paul
Potential that final deliverables does not meet stakeholder requirements	Quality	20	-6000	-1200	2	Establish intermediate approval cycles	Product does not meet all established requirements	T. John
Unrealistic Schedule and cost expectations for	Supplier	10	-4000	-400	7	Find new vendor	Product/service not	S. Paul

vendors							available	
Conflicts with current contracts and vendor relationships	Supplier	30	-1000	-300	10	Meeting to resolve issues	Vendor not meeting agreement	T. John
Manufacturing capacity capabilities of vendors	Supplier	2	-500	-10	5	Select new vendor	Inability to supply	S. Paul
Project is too complex	Technical	60	-1500	-900	4			T. John
Force Majeure	Environmental	25	-2000	-500	5	Accept	Natural disasters	S. Paul
Project team lack skills to implement project	Resource	3	-6000	-180	13	Training	Unaccomplish task	T. John
Resistance to project from stakeholders	Operational	5	-5000	-250	12	Invite to requirements workshop	Low stakeholder participation	S. Paul
Difficulty integrating information, processes and organizations	Technical	18	-2000	-360	9	Solicit training	Unaccomplished activities	T. John
Stakeholders not fulfilling their commitments	Operational	13	-8000	-1040	3	Invite stakeholders to meeting to resolve issue	Stakeholders not fulfilling roles	S. Paul
Lack of financial and other	Budget	15	-10000	-1500	1	Prepare business	Project over	T. John

resources may negatively affect the project resulting in project failure.						case to present to sponsors	budget	
Total				-7340				

Explanation of Key Terms use in Risk Register

Probability: refers to the likelihood that a risk will occur (ranked on a scale from 0% to 100% with 100% being the highest). The project team will jointly agree on a probability score for each risk.

Impact: the impact the risk will have on the project if the risk occurs (measured in US dollars). The project team will again jointly agree on an impact score for each risk.

EMV: The project team will calculate EMV scores for each risk by multiplying the risk probability by its impact.

Risk ranking: The project team will Rank the risks base on their EMV scores. The risk with the lowest value score will be ranked number one.

4.63. Risk Monitoring

A project team member will be assigned to each risk. This project team member will be responsible for reporting on the status of the risk at the weekly project team meetings when necessary. Risk monitoring will be a continuous process throughout the life of the project.

4.64. Assumptions

The assumptions of the project are as follows:

- There will not be significant changes to project scope which may adversely affect project cost and completion time.
- The project can be completed in the allotted time (3 months).

- There will be no delays or cost overruns which will enable the project to be completed on time and within budget.
- Quality of project management plan will meet expectations of project stakeholders.
- All required project staff will be available when needed by the project.
- All required material, equipment and services will be available when needed by the project.
- Relevant stakeholders will be able to provide all required resources necessary for the development of the project management plan.
- Quality management plan will be implemented as plan.
- Risk responses identified and implemented will protect the project from all risks.
- All items/services needed will be available at the right time and at the budgeted price.
- There will be efficient communication between project stakeholders throughout the project.
- Project team has the knowledge and skills to develop project management plan.

4.65. Constraints

- 100% of project scope must be completed by the end of the project.
- Project must be completed within the allocated 3-month period.
- Project must be completed within the agreed budget (US\$20,213).
- Project must meet the requirements and expectations of all major stakeholders.
- Project team should be fully staffed by project start date.
- Changes made will not adversely affect project completion time and budget.
- All quality management activities must be implemented as planned.
- All major risk identified and managed.
- All items/services must be available when needed by the project.
- No miscommunication or lack of communication throughout the project.
- Workable project management plan developed.

5. CONCLUSION

The GIDC has a mandate for the economic transformation of Grenada by promoting investments and creating jobs for the country's population. Presently many youths however are dropping out of school, engaging in crime related activities and adding to the unemployment rate. As a consequence, this FGP which involves the implementation of a group mentoring project was recommended to curb youth crime and reduce unemployment. Through the use of various tools and methodologies designed to achieve the general and specific objectives of this FGP, it can be concluded that:

1. Based on the experiences of other countries with high levels of youth crimes, Grenada can benefit from a group mentoring project. Group mentoring however is a new concept to Grenada and that the deployment of

such a project will first require the development of a project management plan to guide its implementation.

2. The development of a project management plan will first require the development of all subsidiary plans. These include:

- A scope management plan which will outline all of the work to be done. It was noted that it may be impossible to identify all of the work that needs to be done at the beginning of the project. However, as the project progresses and more things are known about the project changes can be made to project scope using the change request form provided.
- A requirements management plan which will capture all key stakeholders' requirements which the project must meet in order to be successful. Each requirement however must be useful. This means that requirements should be worded so that they are clear, complete, concise, confirmed, consistent, testable and traceable in order for them to be achievable by the project team.
- A schedule management plan consisting of the project schedule will be developed by the project team. In developing the schedule, the project team will examine project schedules of past similar projects in other countries. The project schedule like all of the other subsidiary plans must be approved by key stakeholders.
- A cost management plan to capture and manage project cost. In order to arrive at the cost of the project, the project team will first look at the costs associated with past similar projects and then using the costs of the past similar projects as a base calculate the costs of the project.
- A human resource management plan to acquire and effectively manage the project team. All project team members selected must

possesses the knowledge and skills required to carry out project work this will eliminate the need for training of the project staff.

- A quality management plan which will among other things highlight quality standards to be achieved by the project. These quality standards will be based largely on best practices as it relates to quality standards utilised by well known and outstanding past similar group mentoring projects. Key project stakeholders are expected to endorse these standards.
- A communication management plan to ensure open communication channels between the project team and stakeholders so that information is shared and proper impact assessments are done to identify points of integration or dependencies when integrating subsidiary plans.
- A procurement management plan to procure goods and services from outside the sponsoring organisations. Procurement will be conducted at two levels; the project level and the school or project site level. The administrative staff of the GIDC will conduct all procurement for the project level while the project coordinator at the school or project site or school principal will conduct procurement for the school or project site.
- A risk management plan to identify and manage project risk. Risk management will be an on-going and continuous process throughout project duration and will be ingrained with the other core project processes. This means that risk management will be an integral part of the project.
- A project management plan to identify and manage stakeholders. The project manager with the aid of the project sponsors will identify all project stakeholders and their respective roles and responsibilities.

3. Once the subsidiary plans have been completed they must be integrated to produce the project management plan. Project integration involves evaluating resources, making tradeoffs and dealing with competing activities. This does have implications for the project manager hired as he or she will be required to have a combination of both soft and hard skills. These skills include but is not limited to planning, organization, communication, leadership, relationship management, critical thinking, data analysis, impact assessments, scheduling, budgeting, change and risk management skills.

6. RECOMMENDATIONS

The writer will now like to offer the following recommendations to the project sponsors. The recommendations are aligned with the conclusions above and the general and specific objectives of the project:

1. Ensure that there is a balance between scope and quality constraints and time and resource constraints in the project management plan. This means that the project scope should not be too large so that there is no way the time, resources and quality requirements can result in the project being successful. In such a situation there will also be enormous risks. As a general rule, project management plans should be balanced within project constraints if they are to produce desired results.
2. The following guidelines relate to the subsidiary plans and should be closely followed;
 - Rolling wave planning should be utilized throughout the project. However, care must be taken to ensure that the project scope does not exceed project time and resources.
 - The project team lead by the project manager should meet with key stakeholders and identify, discuss and agree on each requirement.

Requirements should also be clear, complete, concise, confirmed, consistent, testable and retraceable.

- The project schedule should be developed at a meeting of the project team. The team should also examine project schedules of past similar projects. The project schedule must be approved by project stakeholders.
- Once the project team has come up with cost estimates for the project, a proficient, impartial, outside team of experts should authenticate the cost estimates created by the project team. This outside opinion will permit the estimation to be more accurate due to a diverse project perception.
- All efforts must be made to ensure that hired or selected staff have the knowledge and skills required to carryout their work. This can be achieved by establishing a minimum academic qualification and experience criteria for each position.
- Project quality standards should be presented to key stakeholders for discussion. Based on the feedback obtained form key stakeholders the project team may or may not have to make changes to the quality standards.
- The ability to use integration management software or tools can also increase the project's chances of success. This is because these tools have systems that can enable one to identify integration points and conflicts.
- Relevant details from the procurement management plan should be shared with all persons responsible for procurement.
- The project manager and the project team need to ensure that all stakeholders are committed to risk awareness and that the project is conducted in an atmosphere that encourages discussion about risks.

- All efforts should be made to ensure that stakeholders are supportive of the project and that they each fulfill their assigned responsibilities.
3. During the process of recruiting a project manager it is important it is important that persons short listed for the position have required hard and soft skills. This can be achieved by looking for such skills in proposals submitted or asking questions pertaining to these skills during interviews.

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8. APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
Date	Project Name:
Issue date: February 18, 2019	Creation of a project management plan for the mentoring of high school youths in Grenada.
Knowledge Areas / Processes	Application Area (Sector / Activity)
Knowledge areas: integration, scope, requirement, schedule, cost, human resource management. Process groups: initiation, planning.	Human resource development/youth development
Start date	Finish date
February 18, 2019	June 27, 2019
Project Objectives (general and specific)	
<p>General Objective: To create a project management plan for mentoring high school students in Grenada.</p> <p>Specific Objectives:</p> <p>To develop the integration management plan so as to effectively manage all the processes and activities during the project life cycle in order to produce desired outputs.</p> <p>To develop a scope management plan which will ensure that the project management plan include all work required by key stakeholders and exclude work that are not required by the stakeholders.</p> <p>To develop a requirements management plan to ensure that the project management plan validates and meet the needs of its external and internal stakeholders.</p> <p>To develop a schedule management plan which will outline the approach to be followed in creating the project schedule. The schedule management plan will also describe how the project schedule will be monitored and modified once it is approved.</p> <p>To develop a cost management plan which will help to control project cost</p> <p>To develop the human resource management plan to effectively manage the project team.</p> <p>To develop the quality management plan to meet the quality requirements of the project.</p> <p>To develop the communication management plan to ensure effective communication throughout the project.</p> <p>To develop the procurement management plan which will enable the project team to source items/services from outside organisations.</p> <p>To develop the risk management plan to control project risks. To develop the stakeholder management</p>	

plan so as to define the requirements, processes and techniques for engaging stakeholders based on their needs, interest and influence on the project.

Project purpose or justification (merit and expected results)

Grenada is a small tri-island nation located in the Eastern Caribbean. It is north of Trinidad and Tobago and south of Saint Vincent and the Grenadines. The population of Grenada is about 108,339 (2018). Approximately 32% of the population are youths (15-29 years). An analysis of the youth population in Grenada by the United Nations International Children's Emergency Fund (UNICEF) in 2017 revealed high crime, and delinquency among youths. These negative traits were attributed to high levels of youth unemployment, growing drug use among youths, expulsion/dropout from school and general poverty to name a few. Grenada is also said to have the highest number of youths charged for crimes on an annual basis in the entire Eastern Caribbean. Some 325 youths were charged in 2012, 250 in 2013 and 2014 respectively.

The project "Creation of a project management plan for the mentoring of High School Youths in Grenada" will therefore provide key stakeholders (Ministry of Youth, Sports and Culture, Ministry of Education, Grenada Industrial Development Corporation) with a management plan for a mentoring project which can be used to address the problems of youth crime, delinquency and other problems that are either affecting youths or are caused by youths. Once the project management plan is developed it can be used by a project team to facilitate the mentoring of youths in Grenada thus helping them to have successful careers and to become responsible, law-abiding citizens.

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

Project final deliverables will include but are not limited to:

- An approved project charter.
- An approved project management plan for the mentoring of 1200 at risk high school youths in Grenada.
- Approved subsidiary plans which will include an integration, scope, requirement, schedule, cost, human resource, quality, communication, procurement, risk, stakeholder management plan.

Assumptions

- Project team has the knowledge and skill to produce integration management plan.
- All project requirements and expectations have been identified and clearly outlined.
- There will not be significant changes to project scope which may adversely affect project cost and completion time.
- The project can be completed in the allotted time (3 months).
- There will be no delays or cost overruns which will enable the project to be completed on time and within budget.
- Quality of project deliverables will meet expectations of project stakeholders.

<ul style="list-style-type: none"> • All required project staff will be available when needed by the project. • All required material, tools, equipment and services will be available when needed by the project. • Relevant stakeholders will be able to provide all required resources necessary for the development of the project management plan. • Quality management plan will be implemented as planned. • Risk responses identified and implemented will protect the project from all risks. • All items/services needed will be available at the right time and at the budgeted price. • There will be efficient communication between project stakeholders throughout the project. • The project team and other project stakeholders has the knowledge and skills to develop the project management plan, complete project documents and execute project. • Project team has the knowledge and skills to perform stakeholder analysis and is able to identify stakeholder needs, interest and influence. • Bonding will take place between mentor and students as a result of matching.
Constraints
<ul style="list-style-type: none"> • One project member assign to work on plan • 100% of scope must be completed by the end of project • Each requirement must be approved by all of the sponsors • Lack of equipment for developing schedule • Project must be completed within the agreed budget (US\$20,213). • Project will not have an administrative staff of its own • Each mentor must provide at least 90 mins of mentoring each week • Sponsors willing to consider only a small amount of risks • Only a small percentage of funding available for project • Poor communication between project stakeholders • Project manger lack knowledge and skills to integrate all project activities and processes. • Some requirements cannot be derived strictly from customers needs.
Preliminary risks
<ul style="list-style-type: none"> • Project may experience delays which may increase completion time resulting in increased project cost. • Project may experience scope creep which can also increase project time and

ultimately cost. Lack of financial and other resources may negatively affect the project resulting in project failure.		
Budget		
Total project cost.....US\$20,213		
Milestones and dates		
Milestone	Start date	End date
Project charter developed, submitted and approved.	February 18, 2019	March 15, 2019
Project subsidiary plans developed, submitted and approved	March 25, 2019	April 5, 2019
Project team finalized and kickoff meeting held.	March 18, 2019	March 22, 2019
Project mangement plan developed, submitted and approved.	April 8, 2019	April 12, 2019
Project requiremnents and expectations outlined to project team memebers at project sites.	September 16, 2019	September 20, 2019
Project Manager responsible for execution of project hired.	September 2, 2019	September 27, 2019
Project subsidiary plans reviewed by Project Manager responsible for executing project.	September 27, 2019	September 30, 2019
All tools, materials and equipment needed available for project.	September 27, 2019	October 11, 2019
Quality assurance visits conducted	October 14, 2019	October 18 & November 6, 2019
Mentors and students or mentees recruited	October 14, 2019	October 25, 2019
Mentors assigned to project sites	October 28, 2019	October 29, 2019
Each selected mentor matched with three or four mentees	October 30, 2019	October 31, 2019
Project orientation held and	October 28, 2019	November 1, 2019

project launched		
Weekly status meetings held	September 1, 2019	June 30, 2019
All relevant project documents completed by stakeholders	November 1, 2019	November 1, 2019
Mentees mentored and relationship between mentor and mentees established.	October 28, 2019	June 30, 2020
Mentoring project measured	November 4, 2019	November 6, 2019
Project plan updated with changes	October 28, 2019	November 1, 2019
Project risk management activities implemented.	September 1, 2019	June 26, 2019
Project successfully executed according to plan	September 2, 2019	June 30, 2020
Project Closed	June 28, 2020	June 30, 2020
Relevant historical information		
<p>The Grenada Industrial Development Corporation (GIDC) is a statutory body established by the Government of Grenada to facilitate investments in Grenada. In 2004 GIDC partnered with the New Life Organization, T.A. Marryshow Community College and the International Youth Foundation to implement the Caribbean Youth Empowerment Program (CYEP). This program provided disadvantaged youths in Grenada with the opportunity to develop critical skills, secure employment including self employment and to develop hope.</p>		
Stakeholders		
Identification of Key Project Stakeholders		
<p>Key or major project stakeholders for this project include the Chief Executive Officer (CEO) at the Grenada Industrial Development Corporation (GIDC), the Permanent Secretaries in the Ministry of Education and the Ministry of Youths, Sports and Culture in Grenada. These three above-mentioned organisations constitute the project sponsors. Other major stakeholders include selected project management, mentoring or youth development experts, the President of the Grenada Union of Teachers and the Archbishops of the Catholic and Anglican churches in Grenada, which operate many of the high schools in Grenada. In addition, the president of the Grenada National Parent Teacher Association as well as the president of the student council for each of the high schools selected to participate in the mentoring program. All key project stakeholders will be consulted in developing project.</p> <p>Other Indirect stakeholders: other business organisations, community members that are not in high school and do not have children in high school.</p>		

Appendix 2: Description of Project

The above proposed project represents the continuous efforts by the Grenada Industrial Development Corporation (GIDC) and other stakeholders to ensure that the youth population of Grenada receive all the help they need to make a positive and meaningful contribution to the development of Grenada. The above mentoring project is therefore expected to provide support to youths in Grenada and strengthen Grenada's youth population through the use of weekly group mentoring (1 mentor to 3 or 4 mentees) for a period of at least one school year. On completion of the project, youths' in Grenada are expected to become more resilient and better able to handle challenges including negative peer pressure, poverty and failure, drugs usage, crime and gang involvement. Overall, the project is expected to reduce crime by youths, promote a more peaceful and safer environment and stimulate investments and the creation of jobs in Grenada. Other projects that may compliment this mentoring project may include but is not limited to skills training projects for youths in areas such as plumbing, electrical and refridgeration.

Appendix 3: Why Mentor?

Mentoring matches youths with a mentor and assures them that there is someone to help them in dealing with challenges. Ultimately, mentoring makes youths feel like they are important and that there is someone who cares about them. According to the National Mentoring Partnership (2019) at-risk youths who had a mentor are: 55% more likely to enroll in college, 78% more likely to volunteer, 90% are interested in becoming a mentor and 130% more likely to hold leadership positions.

Appendix 4: Project Change Request Form

Change Request Form	
Creation of a Project Management Plan for the Mentoring of High School Youths in Grenada.	Date:
Requested By:	Change #:
Category to be changed (Circle all that apply): Cost Schedule Scope Requirements/Deliverables Testing/Quality Resources	
Does this Change Affect (Circle all that apply): Corrective Action Preventative Action Defective Repair Updates Other	
Description of Change Being Requested:	
Reason for Change:	
Alternatives Considered:	
Technical Changes Required to Implement Change:	
Risk Associated with Change:	
Estimated Resources and Cost to Implement Change:	
Describe the Implications to Quality:	
Decision: Approve Reject Defer	
Justification for Approval, Rejection or Deferral:	

Approved By:		
Name	Signature	Date

Appendix 5: Mentee Application

Name _____ Gender Male Female
 First Middle Last

Address _____
 Street Parish

Home phone _____ E-mail address _____

Father/Guardian's name _____

Work phone _____ Occupation _____

Mother/Guardian's name _____

Work phone _____ Occupation _____

Emergency contact _____ Home phone _____

Work phone _____ Relationship _____

Name of school _____ Grade level _____

List the classes you are taking this year:

3. What are your favorite subjects?

3. What subjects do you feel you need help with?

What are your hobbies and interests?

Do you participate in any extracurricular activities outside of school (e.g., Boy/Girl Scouts, youth programs)? If yes, explain:

What is your career goal or what types of careers interest you?

Do you plan on attending college after you graduate? Yes No

What would you like to learn more about or become better at with the help of a mentor?

What is your favorite...

Food _____

Color _____

Book _____

Movie _____

MusicGroup _____

Song _____

Person _____

What days of the week are you available to participate? (check all that apply):

Monday Tuesday Wednesday Thursday Friday Saturday

Sunday

What is the best time for you to participate? (check all that apply):

Mornings Afternoons Evenings Weekends

What three words best describe you?

Appendix 6: Mentor Application

Name _____ Gender Male Female
 First Middle Last

Address _____
 Street Parish

Home phone _____ Mobile phone _____

Name/address of employer _____

Work phone _____ Occupation _____

E-mail address _____

What do you feel are the strengths (bilingual, math skills, previous relevant volunteer experience, etc.) you can bring to this project?

3. Write a brief statement on why you have chosen to participate in the mentor project.

4. Initial the two statements below:

_____ I understand that the mentor project involves spending a minimum of 90 mins every week for the academic year at a school with an assigned student.

_____ I understand that I will be required to complete the mentoring project orientation and at least two training sessions during the year.

5. Yes No Within the past 10 years, have you been convicted of any felony or misdemeanor classified as an offense against a person or family, or an offense of public indecency or a violation involving a controlled substance?

6. Yes No Are you under current indictment or has a district attorney accepted an official complaint for any of the offenses in question #5?

7. If the answer is YES to questions 5 or 6, please explain below:

8. Educational Background (mark one):

Some high school Graduate/professional school

High school graduate Technical school

Some college College graduate

Other _____ (please specify)

9. Why do you want to become a mentor?

 10. What days of the week are you available to volunteer? (check all that apply):

Monday
 Tuesday
 Wednesday
 Thursday
 Friday
 Saturday
 Sunday

11. What is the best time for you to volunteer? (check all that apply):

Mornings
 Afternoons
 Evenings
 Weekends

12. Please list four references (please include at least one family member, one personal friend and one work reference):

Name _____ Name _____

Address _____ Address _____

Phone number _____ Phone number _____

Relationship _____ Relationship _____

Name _____ Name _____

Address _____ Address _____

Phone number _____ Phone number _____

Relationship _____ Relationship _____

In making this application to be a volunteer, I understand that the project sponsors routinely perform criminal and driving record checks of all volunteers for the position of mentor for which I am applying. This check may be done on me if I sign below. If I fail to sign, it may be grounds for rejecting me as a mentor.

I certify to the best of my ability that the information provided on this application is true and accurate. I also understand that misinformation knowingly provided here, and on subsequent mentor application forms, is grounds for dismissal.

Signature

Date

Appendix 7: Mentor, Mentee Matching Form

Name: _____

What do you want to do after high school? _____

In which of the following areas do you think you'd like to have a career? Circle all that apply.

advertising	archeology	architecture	art
auto repair	aviation	cooking	computers
construction	cosmetology	education	electronics
engineering	fashion	fire department	forestry
insurance	law	management	math
medicine	military service	oceanography	law enforcement
postal service	public relations	radio	recreation
religion	sales	secretarial work	stockbroker
television	transportation	writing	

Which of the following areas are you interested in exploring? Circle all that apply.

advertising	archeology	architecture	art
auto repair	aviation	cooking	computers
construction	cosmetology	education	electronics
engineering	fashion	fire department	forestry
insurance	law	management	math
medicine	military service	oceanography	law enforcement

postal service	public relations	radio	recreation
religion	sales	secretarial work	stockbroker
television	transportation	writing	

Please list your hobbies:

Circle any of the words below that you think describe your personality:

quiet shy nervous withdrawn outgoing
talkative friendly insecure inquisitive adventuresome
moody
confident spiritual sensitive happy

Write a sentence about what you were like in primary school: _____

Appendix 8: Parent/Guardian Consent Form

The Grenada Industrial Development Corporation (GIDC), the Ministry of Education and the Ministry of Youth, Sports and Culture is pleased to inform you that your child has been selected to participate in a mentoring project that will be offered at the high school your child attends. This mentoring project is intended to assist high school youths to have successful careers and to encourage them to become involved in their communities. Mentoring participants are also provided with opportunities to learn life skills while developing positive relationships with caring adults outside of their families. Participants in forms one through five who are enrolled in high school, including your child, have the opportunity to take part in the mentoring project. The project features group mentoring, with each mentor assigned to a small group of three to four participants.

The mentoring project will be managed by a Mentoring Coordinator who is an employee of your child(ren) high school. The Mentoring Coordinator will recruit qualified volunteers, typically from the surrounding community, to serve as mentors. All mentors undergo a background screening process which includes finger printing.

The Grenada Industrial Development Corporation (GIDC), the Ministry of Education and the Ministry of Youth, Sports and Culture is proud to offer high school aged participants the opportunity to take part in the mentoring project as they prepare for the job market.

If you have any questions about the mentoring project, please contact Mentoring Project Manager Kent Victor by email at kvictor@yahoo.com or by telephone at (718) 913-3503.

Please indicate below whether you consent and agree to your child participating in the Mentoring Project.

I consent and agree that my child may participate in the mentoring project.

Yes, I give my permission No, I do not give my permission

Participant/Mentee Name: _____

Parent/Guardian Name: _____

Parent/Guardian Signature: _____ Date: _____

Apendix 9: Revision Dictum

Dr. Keith Glasgow



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glasgowkeith@gmail.com

June 8, 2019

Dictum for the Thesis Review of candidate Kent. E. Victor

Dear Professor Paula Villalta Olivares,

Through the medium of this dictum, I hereby indicate the work I have undertaken in carrying out my review of the final project dissertation to be submitted by the candidate Kent. E. Victor as the capstone project for the Master's degree in Project Management at La Universidad para La Cooperación Internacional.

As part of our contract for the review of the Project, I undertook the following activities.

1. I thoroughly reviewed the document for accuracy of the grammar, spelling and punctuation. I meticulously checked each page for subject-verb agreement, correct verb usage and semantic usage. My review unearthed errors of grammar and verb usage. I made a note of these inconsistencies in the mark-up area for correction by the candidate. In other instances, I simply inserted the correct verb.

2. I checked thoroughly for the use of the correct tenses throughout the document. Throughout the document there were some instances of incorrect application of the precise verb tense. I asked the candidate to revise certain paragraphs where the improper use of tense detracted from the smooth flow of the narrative. I therefore

made a number of annotations in the mark-up area indicating alternatives that would function better in particular contexts.

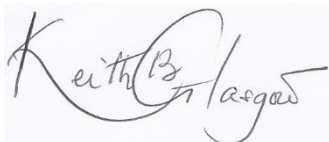
3. I carefully reviewed the document for writing style and for its overall readability. To reduce the degree of repetition observed in my review, I requested that the candidate summarize some parts of the thesis. I also asked the candidate to rephrase or to rewrite certain sections to improve the smoothness of flow of the narrative. Additionally, I requested a reduction in the length of some paragraphs as well as certain run on sentences. I recommended the use of short, compact sentences with active verbs to improve the general readability.

4. I also indicated typographical errors, incorrect use and application of punctuation marks and other areas of mechanics to ensure accurate presentation of the document. Overall, I provided comprehensive guidance to the candidate in terms of overall academic writing. I provided concrete examples of how improvements could be made in the actual presentation of the paper.

5. Finally, I did a thorough examination of the references and works cited. Many of these references did not conform to the APA Style Manual (6th edition). I provided the candidate with a sample of how the references were to be done using the APA Style Manual. Hence, with the guidance provided, the candidate should be in a position to display correctly the sources used for the dissertation.

In conclusion, I am pleased to say that the candidate displayed a high level of professionalism and accepted my suggestions and recommendations enthusiastically and graciously. I hereby certify that the work meets the standards of readability and academic acceptability.

Yours sincerely

A handwritten signature in black ink that reads "Keith Glasgow". The signature is written in a cursive style with a large, looping "K" and "G".

.....
Dr. Keith Glasgow