UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

Project Management Plan for the Formulation of the Strategic Plan of the Youth Department

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DEDICATION

I dedicate this research project to my family, especially to my four-year-old daughter who provided encouragement to me at my lowest points. I hope this process will be a testimony to her to never give up with things get difficult.

I also dedicate this research project to my friends, colleagues, classmates, and mentor who provided sound advice along the journey.

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I would like to extend my sincere and heartfelt gratitude towards everyone who assisted me in this endeavor. Without their proactive guidance and encouragement, I would have struggled to complete this research.

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ABSTRACT

The objective of this document is to develop an integrated Project Management Plan in adherence with the standards of the Project Management Institute, to effectively formulate a strategic plan for the Youth Department. The Youth Department needs to change and evolve to meet its mandates to become sustainable. Therefore, having a strategic plan in place will enable the Youth Department to track progress toward its goals. Additionally, a strategic plan will allow the Youth Department to use available knowledge to document its intended direction.

The final product of this project consists of an integrated project management plan which includes subsidiary plans for effective management of the integration, scope, schedule, cost, quality, resources, communications, risks, procurement, and stakeholders of the project. Consequently, an analytical – synthetic methodology combined with the guide by the Project Management Institute was used to develop a comprehensive integrated management plan.

As a result of this project, the formulation of the strategic plan for the Youth Department will be rendered on time and completed comprehensively. Additionally, effective communication among all stakeholders as well as control schedule and cost efficiency are outputs. Primarily, this project management plan will oblige as a baseline for monitoring and controlling processes for this project. Moreover, this project management plan serves as a template for future projects.

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ABBREVIATIONS AND ACRONYMS

CPI	Cost Performance Index
CPM	Critical Path Method
CV	Cost Variance
DYDS	Department of Youth Development and Sports
EVM	Earned Value Management
FGP	Final Graduation Project
MOV	Measurable Organizational Value
OSR	Operational System of Records
PDO	Programme Development Officer
PMI	Project Management Institute
PMU	Project Management Unit
PMP	Project Management Plan
RBS	Resource Breakdown Structure
SPI	Schedule Performance Index
SV	Schedule Variance
ToR	Term of Reference
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY

Throughout the years, the Youth Department has undertaken several projects and programs that aim to develop plans, structures, and policy documents to achieve its mandate. Consequently, these initiatives have not been fruitful hence putting the Department in a disadvantaged position with its stakeholders and accomplishing its mandate. In addition, the Youth Department implemented several projects before, such as (Youth Policy Formulation, Facilities Constructions, and Club Registration Policy Administration). However, none of these projects includes the project integration management processes. Additionally, the Youth Department has many other units that execute projects with their own methodology, processes, and expectations. Moreover, within the Youth Department there is no central operational system of records (OSR) for projects. As a result, this has hindered the successful implementation and completion of projects.

This project is to develop a project management plan enshrined on the best practices of project management outlined by the Project Management Institute (PMI). The Project Management Plan will aid with the successful completion of the formulation of a strategic plan for the Youth Department. The plan will assist with the overall planning, monitoring as well as implementation of the project. Moreover, the project management plan will ensure the project finishes on time and is delivered effectively. The project management plan will aid the Youth Department to avoid wasting time, money, and resources. This plan will contribute to an effective execution, monitoring, controlling, and closing of present and future projects.

The general objective of this project was to create a Project Management Plan for the project “Formulation of a Strategic Plan for the Youth Department”. The specific objectives were: to develop a project charter to formally sanction the project and give the Project Manager the power to apply organizational resources to project activities, to develop a scope management plan to establish project structure and document resources needed to achieve project deliverables, to create a schedule management plan to ensure the project schedule is created, tracked, and managed, to create a cost management plan to outline how project cost will be estimated, allocated, planned, funded, and controlled, to create a quality management plan to outline requirements needed to effectively manage project quality throughout the project lifecycle, to create a resource management plan to ensure the project manager optimize people, materials, and budget effectively, to develop a communication management plan to outline the process, types, and expectations of communications with stakeholders, to develop a risk management plan to describe how risk will be identified, evaluated, reduced, and managed, to create a procurement plan to manage the process of obtaining and selecting vendors, to create a stakeholders engagement plan to ensure consistent, comprehensive, and coordinated approach taken to engage stakeholders in decisions making processes throughout project lifecycle, and to explain the relationship of the project towards regenerative and sustainable development to outline the impact of project execution and its product on the environment.

A combination of quantitative as well as qualitative elements within the analytical - synthetic method was the methodology used within this research. The synthetic method in reconstructing all the plan components into an integrated management plan was utilized in this project. Moreover, the knowledge gathered from emails, interviews, journal articles, and government documents as well as the Guide to the Project Management Body of Knowledge Sixth Edition (PMI, 2017) aided in developing a comprehensive integrated management plan.

In conclusion, it can be stated that the Youth Department should execute its future project using a sound methodology that encapsulates project management principles. Therefore, this project management plan as well as all the subsidiary plans developed using the Project Management Body of Knowledge Sixth Edition must be incorporated and served as a model to improve on the implementation of projects more efficiently.

It is recommended that the project manager and project team should adhere to stringent budgetary constraints. In addition, relevant project staff should be trained in project management principles and methodology to enhance the quality of future projects being implemented by the Department. Moreover, it is imperative that the Youth Department consider using the planning process and documents created through the development of the Project Management Plan for the Strategic Plan of the said Department as a prototype for implementing future project.

1 INTRODUCTION

1.1 Background

The Department of Youth Development and sports (DYDS) was established in 2011 as a standalone Department to facilitate the implementation of projects and programs for the holistic development of youth and sports in Saint Lucia. This process took the formed of creating the necessary structure and support mechanism framework where all Saint Lucians within their respective communities have equal access to opportunities in their participation in youth and sports activities. Although, the Department is a newly formed agency, the portfolio responsibility for youth development has always been pursued by the Government of Saint Lucia since in the 1980s (Ministry of Youth Development and Sports, 2021, p.10).

The current mandate of the Department as a government agency is to facilitate the development, coordination, implementation and evaluation of policies, programs and other initiatives that would empower citizens, particularly the youth, with unconscious competence in leadership, fitness, wellness, and nation building for sustainable global recognition. The achievement of this mandate is predicated on the availability and provision of the required resources, both quantitatively and qualitatively, together with a well-defined organizational structure in consonance with the staffing needs of the agency (Government Information Service, 2018). Moreover, the Department identified its responsibility to deliver services in relation to young people, human rights, and healthy lifestyles consistent with the country's regional and international obligations and a range of treaties and agreements that relate to Youth and Sports, and to create the enabling environment that facilitates the work of all involved in youth development and enable the development of a collaborative culture necessary for eradicating poverty.

Throughout the years, the Department has undertaken several projects and programs that aim to develop plans, structures, and policy documents to achieve its mandate. Consequently, these initiatives have not been fruitful, putting the Department in a disadvantaged position with its stakeholders. Hence, in the pursuit of its mandate, the Department has embarked on the formulation of a five (5) years

strategic plan. The project would review the mission and vision as well as the institutional capacity of the Department. In addition, an operational analysis and stakeholders' engagement will be done. The result of the project would be a detailed plan with a progressive mission and vision as well as strategic goals and objectives.

1.2 Statement of the problem

The project management processes, and knowledge area is not evident in the execution of this project by DYDS. A project management plan has never been developed in the execution of any past projects. Moreover, the projects being implemented by the Department do not adhere to the recommendation outlined by the Project Management Institute for effective project implementation. Within the Department structure, there is not a functioning project manager to learn and implement the best practices set forth by A Guide to the Project Body of Knowledge Sixth Edition for project implementation. As a result, most of the Department's projects have not been successful. In the absence of a comprehensive project management plan, issues such as imprecise requirements, ineffective stakeholder involvement, unexpected risks, dependency delays, and lack of resources lead to poor project management.

However, through this project the integrated management plan and its subsidiary management plans will be developed to add structure and improve project success within the Department. In addition, these plans can be used by the Department as a model for future projects to ensure the management of projects follows best practices.

1.3 Purpose

The purpose of this project is to develop a project management plan enshrining the best practices of project management outlined by PMI. The Project Management Plan will aid with the successful completion of the formulation of a strategic plan for the Youth Department. The plan will assist with the overall planning, monitoring as well as implementation of the project. Moreover, the project management plan will include its subsidiary plans such as scope, schedule, cost, quality, resource, communications, risk, procurement, and stakeholder management. The plan will

also aid in detecting areas of project failure within the Department and guarantee that the formulation of the strategic plan for the Youth Department is successful.

1.4 General objective

To create a Project management plan to effectively formulate a strategic plan for the Youth Department.

1.5 Specific objectives

1. To develop a project integration management plan to ensure that all components within the project are properly aligned.
2. To develop a scope management plan to establish project structure and document resources needed to achieve project deliverables.
3. To create a schedule management plan to ensure the project schedule is created, tracked, and managed.
4. To create a cost management plan to outline how project costs will be estimated, allocated, planned, funded, and controlled.
5. To create a quality management plan to outline requirements needed to effectively manage project quality throughout the project lifecycle.
6. To create a resource management plan to ensure the project manager optimizes people, materials, and budget effectively.
7. To develop a communication management plan to outline the process, types, and expectations of communications with stakeholders.
8. To develop a risk management plan to describe how risk will be identified, evaluated, reduced, and managed.
9. To create a procurement plan to manage the process of obtaining and selecting vendors.
10. To create a stakeholders' engagement plan to ensure that a consistent, comprehensive, and coordinated approach is taken to engage stakeholders in decision making processes throughout the project lifecycle.
11. To explain the relationship of the project towards regenerative and sustainable development, to outline the impact of project execution and its product on the environment.

2 THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

2.1.1 Company/Enterprise Background

The formulation of a strategic plan for the Youth Department in Saint Lucia is being done by one consultant with assistance from key staff members of the Youth Department. The consultant has a sound knowledge of the subject area whilst the key staff members are knowledgeable of the organization's operations. Moreover, the consultant has valuable experience in public sector operations, having served in the highest position within the sector. The study area involves the Youth Department of Saint Lucia which is part of the wider public sector within the Government of Saint Lucia. Hence, the focus would only be on this Department of the Government of Saint Lucia.

2.1.2 Mission and Vision Statement

Each Ministry within the Government of Saint Lucia has its own mission and vision statements that interweave with the Government of Saint Lucia's overall mission "to serve the needs of the public and to provide administrative, technical and professional support in the task of fostering and promoting good governance, and effective coordination of the Government machinery" (Government Information Service, 2018). The mission and vision of the Youth Department are as follows:

Mission Statement: to enable the holistic development of youth and sports by fostering an inclusive, nurturing, and positive environment through the effective implementation of policies and programmes (Ministry of Youth Development and Sports, 2021, p.8).

Vision statement: an agency that envisions the delivery of exceptional and holistic youth development and sports programmes which enables a healthy, productive, and resilient nation (Ministry of Youth Development and Sports, 2021, p.8).

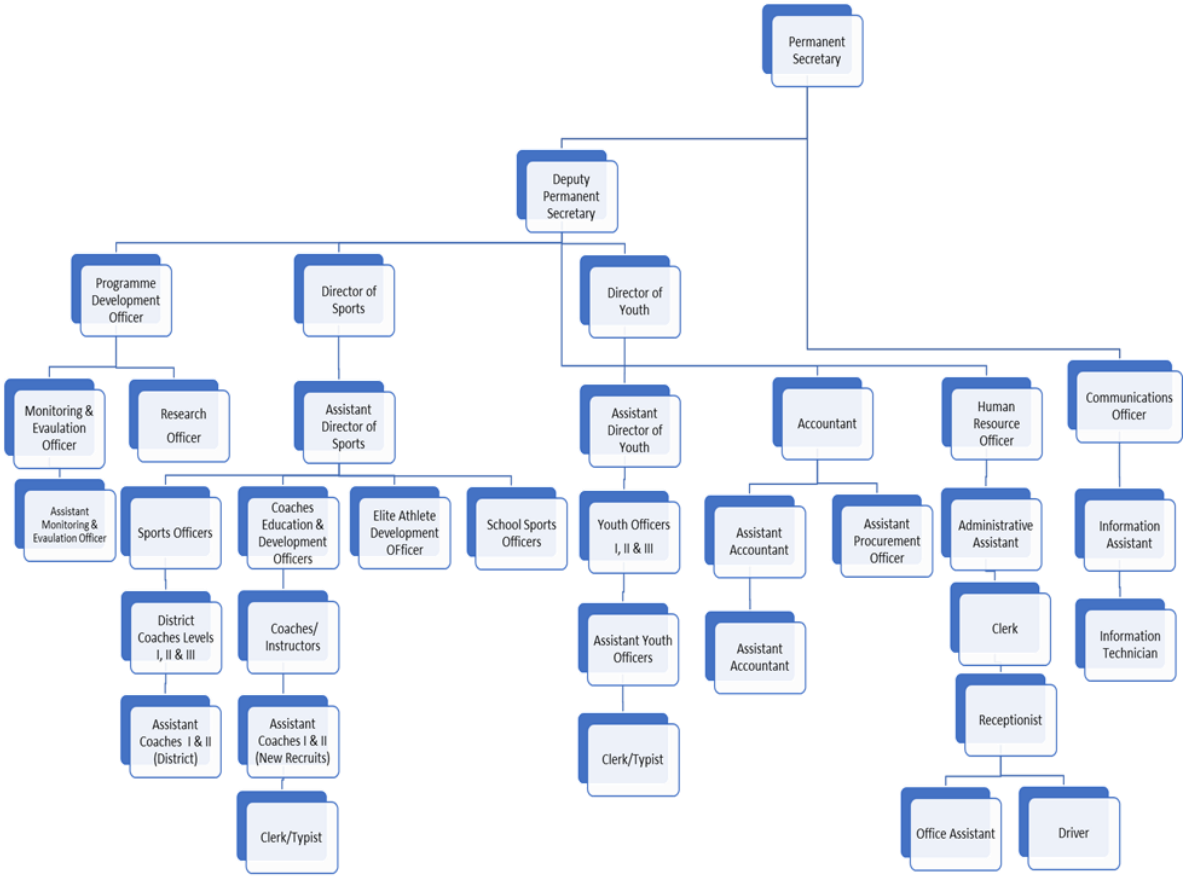
The Youth Department mission and vision statement underline the mandate of the Government of Saint Lucia mission to serve the needs of its stakeholders through good governance. Hence effective coordination is needed on the Youth Department efforts. Consequently, developing an integrated project management plan will aid in

these efforts to formulate an effective strategic plan for the Youth Department taking into consideration all the ten (10) knowledge areas of project management.

2.1.3 Organizational Structure

Figure 1

Organizational structure of the Department of Youth Development and Sports



Note: Ministry of Youth Development and Sports, 2021, P. 15. Retrieved July 28,2022, from https://www.govt.lc/ministries/youth-development-and-sports. Reprinted with permission.

The Government of Saint Lucia public sector's staffing is divided into four (4) headings namely executive, technical, administrative, and non – established workers The Department of Youth Development and Sports (DYDS) comprise of four (4) executive staff, fourteen (14) administrative staff, fifteen (15) technical staff and sixty-eight (68) non – established staff respectively. All technical staff provide support to the Programme Development Officer (PDO), which is where projects and programs

are delivered by the Department. Moreover, most projects of the Department are funded by external sources due to the limitation of resources within the Government of Saint Lucia. Hence, these projects are implemented with the assistance of staff of the Department as well as technical personnel of the external agencies. The project manager of any given project reports to the Permanent secretary through the Programme Development Officer (PDO). In addition, the project manager provides reports to the Permanent Secretary with guidance from Department heads based on the project undertaking.

When undertaking a project, the Department of Youth, Development and Sports does not implement a Project Management Unit (PMU). Although within the structure, the team which the Programme Development Officer heads should formed the core staffing of a PMU. Moreover, these staff should also compliment any external project manager employed to execute any given project. The organizational structure shows that the PDO head the small unit comprise of a monitoring and evaluation officer as well as a research officer who also reports to the PDO. The DYDS organizational structure through its operation uses a combination matrix and projectized structure. Hence, no matter the project manager - external or internal – it does not operate in a vacuum because support is given from other subprograms within the Department.

The development of this integrated project management plan for the formulation of the strategic plan for the Youth Department will aid in the effectiveness of executing the said project. In addition, this plan can be used as a template or lesson learnt tool for future projects.

2.1.4 Products offered

The Department of Youth Development and Sports was created for the expressed desire to facilitate the implementation of plans and programmes targeted specifically at the development of youth and sports in Saint Lucia (Ministry of Youth Development and Sports, 2021, p 1). The current mandate of the Department as a government agency is to facilitate the development, coordination, and implementation and evaluation of policies, programmes and other initiatives that

would empower citizens, particularly the youth, with unconscious competence in leadership, fitness, wellness, and nation building for sustainable global recognition.

2.2 Project Management concepts

2.2.1 Project

A project is “a temporary endeavor undertaken to create a unique product, service or result” (PMI, 2017a, p. 4). Organizations execute projects to meet their overall objective through deliverables. Hence, the unique product, service or result created through project becomes temporary when the organization objectives are achieved. The student developing an integrated management plan for the formulation of the strategic plan for the Youth Department is doing so through a knowledge-based service. Furthermore, this management plan will be a unique product tailored for the project where its elements can be used for future projects.

The integrated management plan will be completed within 8 months. At the completion of the project both the general and specific objective will be accomplished. Although the project will come to an end by its nature, its deliverable can be used to execute future projects successfully. In addition, the integrated management plan is essential for the completion of the strategic plan in a timely manner embodied with input from all stakeholders. Therefore, the Youth Department would provide value to its stakeholders through its delivery of projects. *Project Value is defined as the measurable organizational value (MOV) used to define the value that your project will bring to your client. To provide real value to an organization, a project must align with and support the organization’s vision, mission, and strategy* (Alexandra, 2018). This project will provide both tangible and intangible benefit to the Youth Department in terms of the value being created as stated by Alexandra’s definition.

2.2.2 Project Management

Project management “*is the use of specific knowledge, skills, tools, and techniques to deliver something of value to people*” (Project Management Institute, 2022, p.1). The application of project management concepts to project delivery does determine the effective and successful completion of a project that is valuable to its stakeholders. Project are the models used to exhibit how work is done and value

being delivered to stakeholders. Hence, the implementation of project management concepts will ensure the project meets its quality assurance, avoid scope creep and wastages. Consequently, applying the project management concept to the Youth Department project will aid the organization in doing better at implementing successful projects overall.

2.2.3 Project life cycle

The stages a project goes through as it progresses from start to finish is called a project life cycle (Garg, 2018, para.1). Project life cycle provides a series of phases through which a project evolves within the integrated management plan. Therefore, the project life cycle ensures any given project has a definite start and end process as illustrated in Figure 2.

Figure 2

Project Life Cycle

Note: Importance of Project Life Cycle by A. Garg, 2018. Retrieved from https://www.linkedin.com/pulse/importance-project-life-cycle-anmol-garg. Permission not sought.

Within the project life cycles, specific actions must be taken to execute the project successfully. The Youth Department uses an informal approach within the project life cycle when implementing a project. Therefore, closer attention must be given to the activities within the phases. Through the integrated management plan processes within the project being implemented the project manager will ensure that the activities needed within the phases are executed properly. Moreover, Garg (2018) opines that the fourth phase is the controlling phase which goes hand in hand with the execution phase. While other literature reviews would provide four (4) or five (5)

phases within the project life cycle, it is important to note that the actions required within the phases are essential in the execution of the project. Therefore, as part of the integration management plan the consultant along with key stakeholders will be integral in the project life cycle from initiation to closure as best practices for project execution.

2.3 Project management processes

Every project requires a sequence of processes to bring it to fruition – Project management process. The project management process will aid the project manager to properly execute the given project. The project management processes are grouped into five (5) five categories to assist the project manager in attaining project deliverables. A Guide to the Project Body of Knowledge Sixth Edition organizes the Project Management Processes in five groups: initiating processes, planning processes, executing processes, monitoring & controlling processes and closing processes (PMI, 2017).

The FGP project incorporates the project management process in its development. Moreover, the project charter is created within the Initiating Process Group. In addition, the integration management plan will utilize the five process groups to execute the project.

2.3.1 Project management knowledge areas

Project management knowledge area is "*an identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques*" (PMI, 2017). Hence, the ten (10) project management knowledge areas are:

i. Project Integration Management
ii. Project Scope Management
iii. Project Schedule Management
iv. Project Cost Management
v. Project Quality Management
vi. Project Resource Management
vii. Project Communications Management

viii. Project Risk Management
ix. Project Procurement Management
x. Project Stakeholder Management

These ten (10) projects management knowledge areas would be used to develop the integrated project management plan for the project within the initiating and executing process group.

2.3.1.1 Project integration Management

Project integration management is "*the coordination of all aspects of a project, including its processes and related systems, to ensure that a project is well executed*" (Kantata, 2020). Through the project integration management, a project manager will be able to balance stakeholders' expectations and execution of task within the project. Furthermore, to effectively manage and monitor project for success seven (7) processes must be considered within the project integration management processes namely:

i. Develop project charter
ii. Develop project management plan
iii. Direct and manage project work
iv. Manage project knowledge
v. Monitor and control project work
vi. Perform integrated change control
vii. Close project or phase

Through the project integration management processes, a project manager would ensure all facets of the projects are unified holistically, from developing the project charter with stakeholders to the closing phase of the project with stakeholders.

2.3.1.1.1 Project Charter

"*Project charter is an elevator pitch of your project objectives, project scope, and project responsibilities in order to get approval from key project stakeholders*" (Martins, 2021). Through the initiating process group a project charter was created for the project. The charter grants the project manager authorization to plan and execute the project using the organization's resources. This project charter outlines

the project's purpose, objectives, risk, and assumptions and establishes the relationship between the project and the organization's strategy.

2.3.1.1.2 Project Management Plan

*"It is a document formally approved and used to manage project execution. The Project Management Plan (*PMP*) documents the actions required to define, prepare, integrate, and coordinate the various planning activities. The PMP clearly defines how the project is executed, monitored, as well as controlled, and closed"* (Brown, 2022, para 1*)*. The process is done during the planning process group where the project's objectives are refined. Moreover, the steps needed to meet the objectives will be identified along with specific activities and resources requirements. The project management plan should be baselined with the scope, schedule, and cost which will aid with the monitoring and evaluation of project performance. Changes to any of the plans must go through the Perform Integrated Change Control process.

The subsidiary management plans relevant to the Project include:

i. Scope Management Plan
ii. Schedule Management Plan
iii. Cost Management Plan
iv. Quality Management Plan
v. Resource Management Plan
vi. Communications Management Plan
vii. Risk Management Plan
viii. Procurement Management Plan
ix. Stakeholder Engagement Plan

2.3.1.1.2.1 Scope Management Plan

Plan scope management is the process of creating a scope management plan that documents how the project scope will be defined, validated, and controlled (PMI, 2017, p.134). This scope management plan will aid in mapping out the project as well as steer the project to remain on scope. The plan ensures effective use of resources to meet time, budget, and stakeholders' expectations. The plan also includes goals, objectives, deliverables, task plan, costs, and deadlines of the

project. Moreover, within the scope management plan the scope is written as the statement of work, as well as the work breakdown structure and scope baseline.

Therefore, the approved version of the project scope statement, work breakdown structure (WBS) and its associated WBS dictionary will be the scope baseline for this project. The baseline can only be changed through formal control procedures. Moreover, it will be used as a source for assessment while validating and controlling scope processes.

2.3.1.1.2.2 Schedule Management Plan

The schedule management plan "*is a document that details how a project's schedule will be created, managed, and monitored*" (Stobierski, 2021, para.4). Within the schedule management plan, project activities and tasks are well organized taking into consideration time factors. Moreover, the schedule management plan will outline the start and end dates of tasks and milestones. This will ensure the project starts as well as monitored, controlled, and completed successfully. As part of this project, the project methodologies being used within the schedule management plan will be specified. Moreover, the schedule baseline will be utilized to assess the performance of the project over time. In addition, change control procedure will be emphasis as to the mechanism needed to make changes to the schedule. Moreover, project variance thresholds will be included to maintain standard, budget, and set timelines. Therefore, the use of schedule performance index (SPI) will aid with project schedule which shows whether the project is behind or ahead of time. In addition, the variance threshold guides the project manager as to when to take corrective action. Therefore, using the earned value tools would assist in keeping the project on schedule.

2.3.1.1.2.3 Cost Management Plan

*"Plan cost management is the process of defining how the project cost will be estimated, budgeted, managed, monitored, and controlled" (*PMI, 2017, p.235*)*. Therefore, costs will be managed throughout the lifecycle of the project. The resources needed for each activity will be cost-managed. Within the cost management plan, the project manager will be able to estimate costs, determine budget, and control cost for effective project execution. In addition, the use of the other management plan, expert judgement, data analysis, organizational procedures

and control threshold are all tools to aid in proper cost management plan. Earned value management is used to keep the project up to budget and avert cost overrun.

2.3.1.1.2.4 Quality Management Plan

Plan quality management ensures that quality requirements and standards are within the project deliverables as well as document how the project will comply with requirements and standards (PMI, 2017, p.277). Therefore, this project would define, state, and codify the standards and requirements needed for the project to be successful.

Within the project, policies, procedure manuals and quality reports will be revised to create a quality baseline. Hence, the quality management plan process assists with plan quality management, manage quality management, and control quality management. Through the process, quality would be built in deliverables to avoid rework and unsatisfied customers. Hence, it is better to build in quality in deliverables because the cost of rework is much higher than the cost of prevention.

2.3.1.1.2.5 Resource Management Plan

Resource management plan is the framework to optimize the resource availability to efficiently meet project goals. The efficient and effective use of resources associated with the project (such as physical and human) are categorized, allocated, managed, released, monitored, and controlled within the resource management plan (PMI, 2017, p186). Resources are optimized using tools such as emotional intelligence, virtual/distributed teams, and self - organizing teams for successful completion of the project. Moreover, within the resource management plan human resources are managed and developed whereas physical resources are controlled once they are estimated and acquired.

The resource management plan aims to use resources effectively to contribute to the overall productivity of the project. Therefore, allocating the project team to their right skill set within the project will increase productivity. In addition, a resource breakdown structure (RBS) can be used to create a hierarchy of resources based on the organization reporting structure or geographic location of physical resources.

2.3.1.1.2.6 Communication Management Plan

*"Project communication management includes the processes necessary to ensure that the information needs of the project and its stakeholders are met through development of artifact and implementation of activities designed to achieved effective information exchange" (*PMI*, 2017, p.259)*. Communication management plan is a component of the project management plan. Plan communication considers the organization enterprise environment factors, organizational process assets, culture, and expectations in developing the plan. A key aspect of the communication plan occurs at the initiating process group stage where stakeholders' communication requirements are identified. The communication management plan will ensure that the tools used to communicate with stakeholders will be effective towards project success. These tools extend from meetings and presentations of artifacts, social media, projects reports, project documentation and emails to keep stakeholders satisfied.

Stakeholder expectations are important within the communication management plan hence communication needs to be managed effectively. Effective techniques, technologies, and methods need to be used to collect, create, distribute, store, and manage project information. In addition, the control of the information flow in project communication shared with stakeholders ensures that communication is monitored and effective within the plan.

2.3.1.1.2.7 Risk Management Plan

*Project risk management is the process of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on project (*PMI, 2017, p.395*).* The Plan Risk Management process involves planning the total time to be spent on risk management based on the needs of the project. It involves identifying the resources and the process of performing risk management. The project manager effectively uses organizational process assets to plan risk management.

Risk is classified within two categories such as threats (negative risk) and opportunities (positive risk). Within the risk management plan, the risk response plan

is identified where negative risks are either reduced or eliminated before they occur in the project. Similarly, positive risks need to be maximized to ensure the probability and impact of opportunities. Furthermore, risk planning is iterative because qualitative risk, quantitative risk, and risk response planning do not end ones the project works begin. Risk response strategies are used to deal with both threats and opportunities to effectively manage and complete projects successfully.

2.3.1.1.2.8 Procurement Management Plan

A procurement management plan" *is a document that is used to manage the process of finding and selecting a vendor. The plan justifies the need for an external supplier and explains how the process of finding a supplier will be performed -- from identifying the project requirements to closing the contract*" (Bush, 2022). The procurement management process is designed to obtain a seller at the most reasonable prices. The process involves waiting time for the sellers to look at the needs of the project and to respond. The goal of a procurement plan is to increase the efficiency, effectiveness, and transparency of the procurement process. The document specifically describes how products or services will be acquired and how vendors will be managed during the project.

The plan procurements process involves creating procurement documents which describe these details. Additionally, this process also explains the procurement management plan. The Plan Procurements process includes:

i. Perform make-or-buy analysis
ii. Create procurement management process
iii. Create a procurement statement of work for each procurement
iv. Select a contract type for each procurement
v. Create the procurement documents
vi. Determine the source selection criteria

Overall, nine components build a procurement management plan—estimating, project scheduling, vendor control, roles and responsibilities, risk management, legal jurisdictions, payments, and constraints.

2.3.1.1.2.9 Stakeholder Engagement Plan

Project stakeholder management is the process of identifying everyone that could impact or be impacted by the project. The stakeholder expectations must be managed against the project deliverables. Moreover, strategies will be developed to engage stakeholders in project decisions and execution (PMI, 2017, p.503). The process involves managing stakeholder expectations throughout the lifecycle of the project. This process provides a plan to interact effectively with stakeholders and support projects interest. The project manager's goals are to plan these actions effectively, so they impact the contribution of stakeholders on projects, as well as manage their expectations and achieve project objectives.

In addition, the Stakeholder Management Plan is a component of the Project Management Plan. The plan articulates management strategies to engage stakeholders for the project. Unlike procurement management, the stakeholder management plan can be formal or informal, be detailed to the tiniest level, or just be at a higher level, based on the needs of the project. Moreover, the stakeholder management plan needs to be updated throughout the project's lifecycle. When updating the stakeholder management plan, the validity of underlying assumptions will be reviewed to ensure accuracy and relevancy. Another output of the Stakeholder Management Plan is the updates to project documents that include project schedule and stakeholder register.

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

2.4.1 Strategic Plan

A strategic plan provides a roadmap for organizations to collectively set their vision, purpose, goals, and strategies. The CFI Team opines the idea perfectly stating that "Strategic planning is the art of creating specific business strategies, implementing them, and evaluating the results of executing the plan, regarding a company's overall long-term goals or desires. It is a concept that focuses on integrating various departments (such as accounting and finance, marketing, and human resources) within a company to accomplish its strategic goals" (CFI Team, 2022). Organization needs to evolve to meet their objective as well as sustainable. Therefore, organizational strategy allows the organization to compare its current state with its

future state and make any changes needed within that process. In addition, the organizational strategy is supported by two elements:

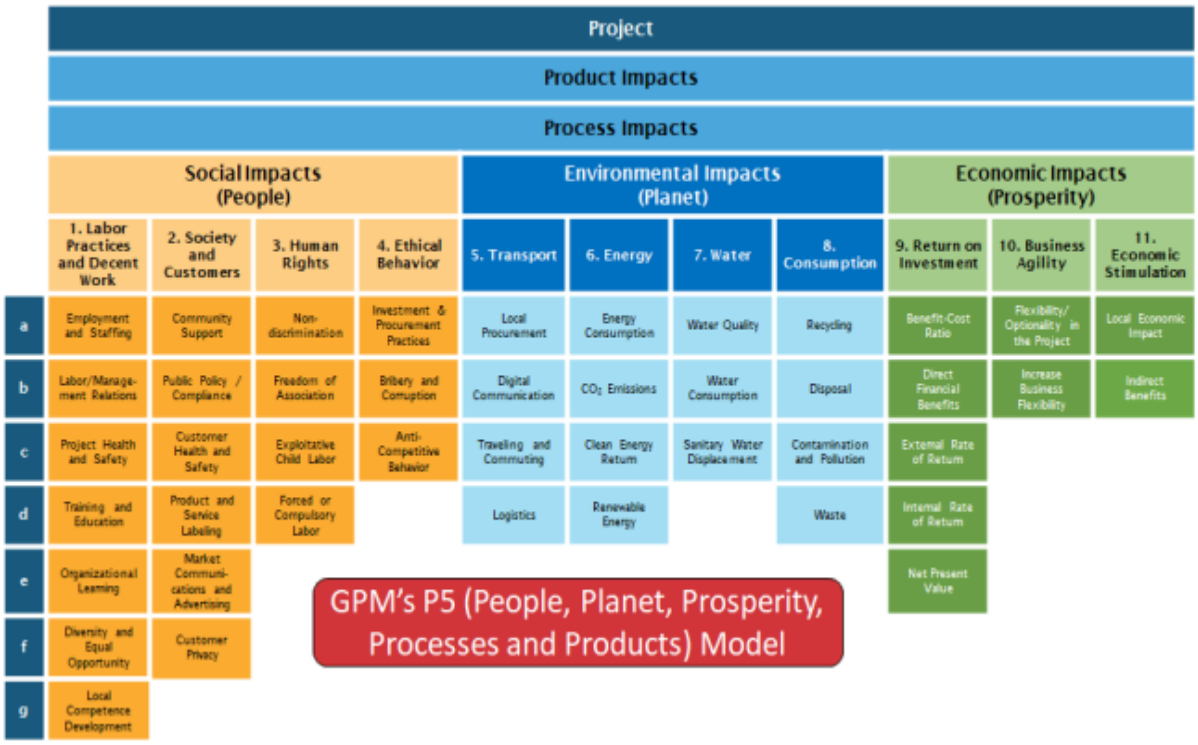
i. Mission – describe the meaning of the organization stating why the organization exists.
ii. Vision – support the organization strategy and describe the organization aspirations.

2.4.2 Regenerative and Sustainable Development

"*Sustainable development is the use of resources to improve society's wellbeing in a way that does not destroy or undermine the support systems needed for future growth. Regenerative development is the use of resources to improve society's wellbeing in a way that builds the capacity of the support systems needed for future growth. What sustainable development is to traditional economic development, regenerative development is to sustainable development" (Gable, 2015)*. The regenerative model provides an approach to combat the problem affecting society whereas within the sustainable model one can solve the problem without impairing the underlying support system. Therefore, the rudiments values of sustainability development are to meet the needs of the present generation without compromising future generations in meeting their own needs. Project managers have at their disposal tools such as the P5 concept to aid with promoting sustainability. The P5 concept is illustrated in Figure 3 below.

Figure 3

The GPM P5 Matrix



Note: The GPM P5 Matrix by GPM Global, 2019. Retrieved from https://campusuci2.com/. Permission not sought.

3 METHODOLOGICAL FRAMEWORK

3.1 Information sources

An information source is "a person, thing, or place from which information comes, arises, or is obtained" (IGI Global, 2021, para. 4). Moreover, information sources are group into two basic categories: primary and secondary – which informs someone about something or provide knowledge about that something in the context in which it was created (Butler, D. W. et al. 2022).

3.1.1 Primary sources

Primary sources are firsthand observation or experiences that provide direct evidence to the topic. "The sources can be original documents or information before being analyzed (Butler, D. W. et al. 2022). The primary sources used in this FGP are government documents, interviews, research reports, newspaper articles and records of organization regulations.

3.1.2 Secondary sources

Secondary sources are “created after an event occurred and offer a review or an analysis of the event; they provide an interpretation of the primary source or data without offering new data” (Butler, D. W. et al. 2022). The secondary sources included in this FGP are journals, magazines, reviews, previous final graduations project and textbooks. The summary of information sources is shown in Chart 1 below.

Chart 1

Information sources

Objectives	Information sources	
	Primary	Secondary
1. To develop a project integration management plan to ensure that all components within the project are properly aligned.	▪ Emails and Interviews ▪ Government documents and reports ▪ Project Charter	▪ Journal articles ▪ Textbooks ▪ Lecture notes ▪ Previous final graduation project ▪ Historical data and information
2. To develop a scope management plan to establish project structure and document resources needed to achieve project deliverables.	▪ Emails and Interviews ▪ Government documents and reports ▪ Project Charter	▪ Journal articles ▪ Textbooks ▪ Lecture notes ▪ Previous final

Objectives	Information sources	
	Primary	Secondary
		graduation project ▪ Historical data an information
3. To create a schedule management plan to ensure the project schedule is created, tracked, and managed.	▪ Emails and Interviews ▪ Government documents and reports ▪ Project Charter	▪ Journal articles ▪ Textbooks ▪ Lecture notes ▪ Previous final graduation project ▪ Historical data an information
4. To create a cost management plan to outline how project cost will be estimated, allocated, planned, funded, and controlled.	▪ Emails and Interviews ▪ Government documents and reports	▪ Journal articles ▪ Textbooks ▪ Lecture notes

Objectives	Information sources	
	Primary	Secondary
	▪ Project Charter	▪ Previous final graduation project ▪ Historical data an information
5. To create a quality management plan to outline requirements needed to effectively manage project quality throughout the project lifecycle.	▪ Emails and Interviews ▪ Government documents and reports ▪ Project Charter	▪ Journal articles ▪ Textbooks ▪ Lecture notes ▪ Previous final graduation project ▪ Historical data an information
6. To create a resource management plan to ensure the project manager optimize people, materials, and budget effectively.	▪ Emails and Interviews ▪ Government documents and reports ▪ Project Charter	▪ Journal articles ▪ Textbooks ▪ Lecture notes ▪ Previous final graduation project

Objectives	Information sources	
	Primary	Secondary
		▪ Historical data an information
7. To develop a communication management plan to outline the process, types, and expectations of communications with stakeholders.	▪ Emails and Interviews ▪ Government documents and reports ▪ Project Charter	▪ Journal articles ▪ Textbooks ▪ Lecture notes ▪ Previous final graduation project ▪ Historical data an information
8. To develop a risk management plan to describe how risk will be identified, evaluated, reduced, and managed.	▪ Emails and Interviews ▪ Government documents and reports ▪ Project Charter	▪ Journal articles ▪ Textbooks ▪ Lecture notes ▪ Previous final graduation project ▪ Historical data an information

Objectives	Information sources	
	Primary	Secondary
9. To create a procurement plan to manage the process of obtaining and selecting vendors.	▪ Emails and Interviews ▪ Government documents and reports ▪ Project Charter	▪ Journal articles ▪ Textbooks ▪ Lecture notes ▪ Previous final graduation project ▪ Historical data an information
10. To create a stakeholders engagement plan to ensure consistent, comprehensive, and coordinated approach taken to engage stakeholders in decisions making processes throughout project lifecycle.	▪ Emails and Interviews ▪ Government documents and reports ▪ Project Charter	▪ Journal articles ▪ Textbooks ▪ Lecture notes ▪ Previous final graduation project ▪ Historical data an information
11. To explain the relationship of the project towards regenerative and sustainable development to outline the impact of project	▪ Emails and Interviews	▪ Journal articles ▪ Textbooks

Objectives	Information sources	
	Primary	Secondary
execution and its product on the environment.	▪ Government documents and reports ▪ Project Charter	▪ Lecture notes ▪ Previous final graduation project ▪ Historical data an information

Note: Source: compiled by author, 2022.

3.2 Research methods

Research methods refer to the tools, strategies, and techniques utilized to collect data for analysis that one uses to do research (University of Newcastle Library, 2022). In addition, research methods can be either qualitative, quantitative, or mixture of both. Quantitative methods examine numerical data which through statistical analysis allows for the measurement of variables, relationships, and generalizing about data. Whereas qualitative data is non – numerical which aims to established patterns among data. It gathers data about lived experiences, emotions and the individualistic meaning attached to them. The mixed methods allow understanding of unexpected results (University of Newcastle Library, 2022). Based on these research methodologies both qualitative and quantitative methods are included in this FGP.

3.2.1 Analytical method

Analytical research is a specific type of research that involves critical thinking skills and the evaluation of facts and information relative to the research being conducted. It starts from the division of a whole into many parts to study them separately. In addition, analytical research focuses on understanding the cause-effect relationships between two or more variables. This method is concerned with testing

hypothesis, specifying, and interpreting relationships through analyzing available fact and information (Sharma, 2017). This FGP uses the analytical method through formulating a thesis, gathering sources, and evaluating them as well as using them to support original data.

3.2.2 Synthetic method

“The synthetic method brings together a set of concepts to formulate a global solution. Moreover, the synthesis is the reconstruction of the parts of a whole until it forms. As a fundamental part, it implies a knowledge of the operation to achieve the reconstruction. Therefore, it is affirmed that to achieve the synthesis, a previous analysis of the phenomenon is required” (Zalta, 2022). The FGP incorporates the synthetic method in reconstructing all the plan components into an integrated management plan. The summary of research methods is shown in Chart 2 below.

Chart 2

Research Methods

Objectives	Research methods
	Analytic Method / Synthetic Method
To develop a project integration management plan to ensure that all components within the project are properly aligned.	The synthetic method was used for this objective to allocate important information, develop meaning, broaden understanding and create factual knowledge. Within this method, the known facts about project charter were collated to create a distinct project charter. In addition, multiple datasets and theories were used to enhance the validity and credibility of the project charter. Analyzing the sources provided the knowledge and mechanism needed to develop the distinct project charter.

Objectives	Research methods
	Analytic Method / Synthetic Method
To develop a scope management plan to establish project structure and document resources needed to achieve project deliverables.	The synthetic method was used for this objective to allocate important information, develop meaning, broaden understanding and create factual knowledge. Within this method, the known facts about scope management plan were collated to create a distinct plan. In addition, multiple datasets and theories were used to enhance the validity and credibility of the scope management plan. Analyzing the sources provided the knowledge and mechanism needed to develop the distinct scope management plan.
To create a schedule management plan to ensure the project schedule is created, tracked, and managed.	The synthetic method was used for this objective to allocate important information, develop meaning, broaden understanding and create factual knowledge. Within this method, the known facts about schedule management plan were collated to create a distinct plan. In addition, multiple datasets and theories were used to enhance the validity and credibility of the schedule management plan. Analyzing the sources provided the knowledge and mechanism needed to develop the distinct schedule management plan.

Objectives	Research methods
	Analytic Method / Synthetic Method
To create a cost management plan to outline how project costs will be estimated, allocated, planned, funded, and controlled.	The synthetic method was used for this objective to allocate important information, develop meaning, broaden understanding and create factual knowledge. Within this method, the known facts about cost management plan were collated to create a distinct plan. In addition, multiple datasets and theories were used to enhance the validity and credibility of the cost management plan. Analyzing the sources provided the knowledge and mechanism needed to develop the distinct cost management plan.
To create a quality management plan to outline requirements needed to effectively manage project quality throughout the project lifecycle.	The synthetic method was used for this objective to allocate important information, develop meaning, broaden understanding and create factual knowledge. Within this method, the known facts about quality management plan were collated to create a distinct plan. In addition, multiple datasets and theories were used to enhance the validity and credibility of the quality management plan. Analyzing the sources provided the knowledge and mechanism needed to develop the distinct quality management plan.

Objectives	Research methods
	Analytic Method / Synthetic Method
To create a resource management plan to ensure the project manager optimize people, materials, and budget effectively.	The synthetic method was used for this objective to allocate important information, develop meaning, broaden understanding and create factual knowledge. Within this method, the known facts about resource management plans were collated to create a distinct plan. In addition, multiple datasets and theories were used to enhance the validity and credibility of the resource management plan. Analyzing the sources provided the knowledge and mechanism needed to develop the distinct resource management plan.
To develop a communication management plan to outline the process, types, and expectations of communications with stakeholders.	The synthetic method was used for this objective to allocate important information, develop meaning, broaden understanding and create factual knowledge. Within this method, the known facts about communication management plan were collated to create a distinct plan. In addition, multiple datasets and theories were used to enhance the validity and credibility of the communication management plan. Analyzing the sources provided the knowledge and mechanism needed to develop the distinct communication management plan.

Objectives	Research methods Analytic Method / Synthetic Method
To develop a risk management plan to describe how risk will be identified, evaluated, reduced, and managed.	The synthetic method was used for this objective to allocate important information, develop meaning, broaden understanding and create factual knowledge. Within this method, the known facts about risk management plans were collated to create a distinct plan. In addition, multiple datasets and theories were used to enhance the validity and credibility of the risk management plan. Analyzing the sources provided the knowledge and mechanism needed to develop the distinct risk management plan.
To create a procurement plan to manage the process of obtaining and selecting vendors.	The synthetic method was used for this objective to allocate important information, develop meaning, broaden understanding and create factual knowledge. Within this method, the known facts about procurement plans were collated to create a distinct plan. In addition, multiple datasets and theories were used to enhance the validity and credibility of the procurement plan. Analyzing the sources provided the knowledge and mechanism needed to develop the distinct procurement plan.
To create a stakeholders engagement plan to ensure	The synthetic method was used for this objective to allocate important information,

Objectives	Research methods Analytic Method / Synthetic Method
consistent, comprehensive, and coordinated approach taken to engage stakeholders in decisions making processes throughout project lifecycle.	develop meaning, broaden understanding and create factual knowledge. Within this method, the known facts about stakeholders' engagement plan were collated to create a distinct plan. In addition, multiple datasets and theories were used to enhance the validity and credibility of the stakeholder's engagement plan. Analyzing the sources provided the knowledge and mechanism needed to develop the distinct stakeholder's engagement plan.
To explain the relationship of the project towards regenerative and sustainable development to outline the impact of project execution and its product on the environment.	The synthetic method was used for this objective to allocate important information, develop meaning, broaden understanding and create factual knowledge. Within this method, the known facts about regenerative and sustainable development were collated to apply within the project. In addition, multiple datasets and theories were used to enhance the validity and credibility of the regenerative and sustainable development philosophy. Analyzing the sources provided the knowledge and mechanism needed to apply the principal of regenerative and sustainable development within the project.

Note: Source: compiled by author, 2022.

3.3Tools

Tools are “something tangible, such as template or software program, used in performing an activity to produce a product or result” (PMI, 2017). In this FGP the tools used are analysis, data gathering, templates, communication, and software. The summary of tools is shown in Chart 3 below.

Chart 3

Tools

Objectives	Tools
To develop a project integration management plan to ensure that all components within the project are properly aligned.	▪ Project Charter template ▪ Microsoft Word
To develop a scope management plan to establish project structure and document resources needed to achieve project deliverables.	▪ Scope Management Plan template ▪ Microsoft Word ▪ Work breakdown structure ▪ and dictionary template
To create a schedule management plan to ensure the project schedule is created, tracked, and managed.	▪ Schedule Management Plan template ▪ Microsoft Word & Microsoft Project
To create a cost management plan to outline how project cost will be estimated, allocated, planned, funded, and controlled.	▪ Cost Management Plan template ▪ Microsoft Word & Excel

Objectives	Tools
To create a quality management plan to outline requirements needed to effectively manage project quality throughout the project lifecycle.	▪ Quality Management Plan template ▪ Microsoft Word ▪ Checklists
To create a resource management plan to ensure the project manager optimize people, materials, and budget effectively.	▪ Resource Management Plan template ▪ Microsoft Word ▪ Resource breakdown structure ▪ Responsibility assignment matrix
To develop a communication management plan to outline the process, types, and expectations of communications with stakeholders.	▪ Communication Management Plan template ▪ Microsoft Word
To develop a risk management plan to describe how risk will be identified, evaluated, reduced, and managed.	▪ Risk Management Plan template ▪ Microsoft Word ▪ Risk register template ▪ Risk checklists
To create a procurement management plan to manage the process of obtaining and selecting vendors.	▪ Procurement Management Plan template ▪ Microsoft Word and Excel ▪ Scheduling software

Objectives	Tools
To create a stakeholders engagement plan to ensure consistent, comprehensive, and coordinated approach taken to engage stakeholders in decisions making processes throughout project lifecycle.	▪ Google Forms (Survey) ▪ Stakeholder analysis matrix template ▪ Stakeholder Management Plan template
To explain the relationship of the project towards regenerative and sustainable development to outline the impact of project execution and its product on the environment.	▪ Sustainable Management Plan template ▪ Microsoft Word & Excel ▪ P5 Impact Analysis template

3.4 Assumptions and Constraints

"An assumption is something that is believed to be true based on our knowledge, experience, and information provided by the team members whereas constraints are anything that restricts or dictates the actions of the project team such as limitation of cost, schedule, and resources" (Tarhanis, 2018). The assumptions and constraints considered on the FGP are:

1. Assumptions
    - The organization will provide all the project relevant information in a timely manner to create the Project Management Plan.
    - The project can be completed by one individual within the time frame.
    - The project manager has the know-how to create a Project Management Plan.
    - Top management will endorse the development of a Project Management Plan for its organization.

2. Constraints
    - Students do not have adequate finance for the acquisition of software licenses.
    - Duration stipulated for the FGP will hinder the quality of the project.
    - Students' lack understanding of all requirements will affect some of the deliverables within the project scope.
    - The FGP deliverables must be completed within a specific timeframe.

The summary of assumptions and constraints are shown in Chart 4 below.

Chart 4

Assumptions and Constraints

Objectives	Assumptions	Constraints
To develop a project integration management plan to ensure that all components within the project are properly aligned.	The project charter will be developed and accepted in a timely manner.	The project charter will develop under a strict timeline.
To develop a scope management plan to establish project structure and document resources needed to achieve project deliverables.	The scope is clear and understandable to the project team. All processes will be followed to develop the scope.	The scope may change as the project progresses.
To create a schedule management plan to ensure the project schedule is created, tracked, and managed.	The schedule management plan will be created within the time allocated.	Unpredictable events can affect the project schedule.
To create a cost management plan to outline how project cost will be estimated, allocated,	The cost management plan will be able to avoid cost overruns.	The availability of information and resources may not be

Objectives	Assumptions	Constraints
planned, funded, and controlled.		forthcoming to create the cost management plan.
To create a quality management plan to outline requirements needed to effectively manage project quality throughout the project lifecycle.	The quality management plan will ensure quality is built in throughout the lifecycle of the project.	No prior information and expert from the organization in the implementation of quality in projects.
To create a resource management plan to ensure the project manager optimize people, materials, and budget effectively.	The resource management plan will ensure all resource will always be available for project execution.	Resources can be delayed due to the weather pattern.
To develop a communication management plan to outline the process, types, and expectations of communications with stakeholders.	The communication techniques will allow for effective stakeholders' engagement.	Poor internet connection. Information not reaching stakeholders in a timely manner.
To develop a risk management plan to describe how risk will be identified, evaluated, reduced, and managed.	All potential risk within the project will adequately be identified.	Lack of sufficient information to compile a full list of risk.
To create a procurement management plan to manage the process of obtaining and selecting vendors.	The procurement management plan will ensure a fair process in acquiring vendors.	Pre – approved vendors list is not available.

Objectives	Assumptions	Constraints
To create a stakeholders engagement plan to ensure a consistent, comprehensive, and coordinated approach taken to engage stakeholders in decisions making processes throughout project lifecycle.	The stakeholders would be adequately prioritize based on the stakeholder needs, expectations, and interests.	Mobilization of all relevant stakeholders will be affected due to the time constraints of the project.
To explain the relationship of the project towards regenerative and sustainable development to outline the impact of project execution and its product on the environment.	The project stakeholders would accept the regenerative and sustainable development framework within the project.	Limited financial resources to implement regenerative and sustainable development philosophy.

Note: Source: compiled by author, 2022.

3.5 Deliverables

Deliverables are outputs whether tangible or intangible given within the scope of the project (York, 2021). The deliverables developed on the FGP are project charter as well as the Integrated Management Plan for the formulation of the strategic plan for the Youth Department with its various fragments' plans. The summary of deliverables is shown in Chart 5 below.

Chart 5

Deliverables

Objectives	Deliverables
To develop a project integration management plan to ensure that all components within the project are properly aligned.	▪ Project Charter
To develop a scope management plan to establish project structure and document resources needed to achieve project deliverables.	▪ Scope Management Plan
To create a schedule management plan to ensure the project schedule is created, tracked, and managed.	▪ Schedule Management Plan
To create a cost management plan to outline how project cost will be estimated, allocated, planned, funded, and controlled.	▪ Cost Management Plan
To create a quality management plan to outline requirements needed to effectively manage project quality throughout the project lifecycle.	▪ Quality Management Plan
To create a resource management plan to ensure the project manager optimize people, materials, and budget effectively.	▪ Resource Management Plan
To develop a communication management plan to outline the process, types, and expectations of communications with stakeholders.	▪ Communication Management Plan

Objectives	Deliverables
To develop a risk management plan to describe how risk will be identified, evaluated, reduced, and managed.	▪ Risk Management Plan
To create a procurement management plan to manage the process of obtaining and selecting vendors.	▪ Procurement Management Plan
To create a stakeholders engagement plan to ensure consistent, comprehensive, and coordinated approach taken to engage stakeholders in decisions making processes throughout project lifecycle.	▪ Stakeholder Engagement Plan
To explain the relationship of the project towards regenerative and sustainable development to outline the impact of project execution and its product on the environment.	▪ Sustainable Management Plan

Note: Source: compiled by author, 2022.

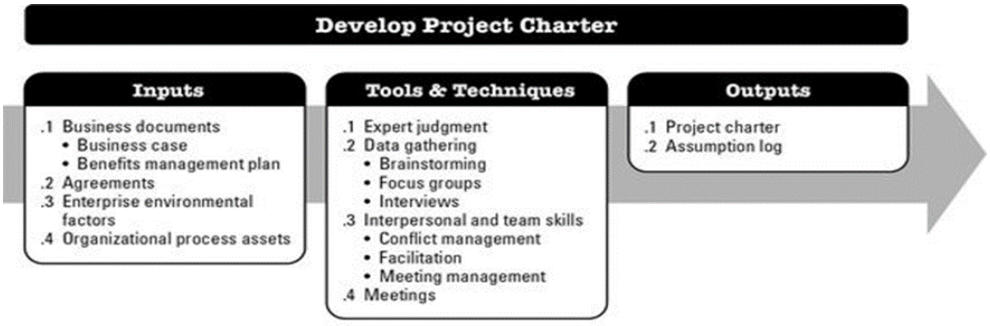
4 RESULTS

4.1 Project Integration Management

The initial process in the development of the Project Management Plan for the formulation of the strategic plan of the Youth Department was the creation of a Project Charter which was specific objective number one (1). Meeting minutes, interviews as well as A Guide to the Project Body of Knowledge Sixth Edition helped in the creation of the Project Charter. Moreover, the Project Charter was formulated using a template from the Project Management Institute database. The Project Charter provides the project manager with all the authority to assign resources to project activities. In addition, the Project Charter described the rationale, goals, and main stakeholders of the project. Within the Project Charter, the purpose of the project, objectives, project description, risk, assumptions, general and specific objectives, budgets, deliverables, milestones schedule, approval requirements, project management identification and sponsor's authorization are emphasized. Moreover, A Guide to the Project Body of Knowledge Sixth Edition highlighted the following inputs, tools and techniques which are required to develop a Project Charter as shown in Figure 4 below. (PMI, 2017, P. 75)

Figure 4

Develop Project Charter



Note: Develop Project Charter: Inputs, Tools & Techniques and Outputs reprinted from A Guide to Project Management Body of Knowledge 6th Edition p. 75. Permission not sought.

The project manager recognized that the project's business case, statement of work, agreements, enterprise environmental factors, stakeholders and organizational process assets are critical inputs for the creation of the Project Charter. Therefore, the project manager ensured that the relevant document was embedded in the development of the Charter as well as ensuring that the Charter is used in the execution of the project as highlighted in Chart 6. In addition, the assumption log is a key output of the develop project charter which contains strategic and operational assumptions as well as the constraints about the development of the project management plan. Chart 7 shows a sample of the assumption log of this project which documents identified assumptions.

Chart 6

Project Charter

PROJECT CHARTER	
Version 1.0	August 22, 2022
	Project Management Plan for the Formulation of the Strategic Plan of the Youth Department
Application Area/Sector	Public sector
Knowledge Areas/Processes	**Knowledge areas:** • Project Integration Mangement (Project Charter) • Project Scope Management • Project Schedule Management • Project Cost Management • Project Quality Management • Project Resource Management • Project Communication Management • Project Risk Management • Project Procurement Management • Project Stakeholder Management • Project Sustainable Management

	Process groups: • Project Initiation • Project Planning

Business Case

The Youth Department has a sole responsibility to serve the public through its programs and projects implementation. The Youth Department has not been able to fulfill its mandate through the implementation of its projects. Hence, the formulation of a strategic plan will benefit the Youth Department with a map that outlines the purpose, goals, vision, and mission of the organization. Similarly, developing a project management plan for the formulation of the strategic plan for the Youth Department will aid in the execution of successful projects.

The Youth Department needs to change and evolve to meet its mandates to become sustainable. Therefore, having a strategic plan in place will enable the Youth Department to track progress toward its goals. Additionally, a strategic plan will allow the Youth Department to use available knowledge to document its intended direction. The organizational strategy will assist the Youth Department to compare its present state to its future state and address any discrepancy towards reaching its goals. Hence, creating a project management plan for the Youth Department will allow the organization to better prioritize effort, effectively allocate resources, align both external as well as internal stakeholders on the organization's goals towards project success.

Consequently, for the Youth Department to formulate an effective strategic plan it needs to have a sound project management plan. Therefore, implementing a project management plan will aid the Department in executing successful projects and it can be used for future projects for the organization. Additionally, developing a project management plan will be vital for project success because it has been a challenge for the Department to implement successful projects. The project management plan will ensure the project is finished on time and delivered

effectively. Moreover, this project management plan can aid the Youth Department to avoid wasting time, money, and resources. The plan will contribute to an effective execution, monitoring, controlling, and closing of present and future projects.	
General Objective	To create a Project management plan to effectively formulate a strategic plan for the Youth Department.
Specific Objectives	1. To develop a project charter to permit the project manager to apply organizational resources to achieve project deliverables. 2. To develop a scope management plan to establish project structure and document resources needed to achieve project deliverables. 3. To create a schedule management plan to ensure the project schedule is created, tracked, and managed. 4. To create a cost management plan to outline how project cost will be estimated, allocated, planned, funded, and controlled. 5. To create a quality management plan to outline requirements needed to effectively manage project quality throughout the project lifecycle. 6. To create a resource management plan to ensure the project manager optimize people, materials, and budget effectively. 7. To develop a communication management plan to outline the process, types, and expectations of communications with stakeholders.

	8. To develop a risk management plan to describe how risk will be identified, evaluated, reduced, and managed. 9. To create a procurement plan to manage the process of obtaining and selecting vendors. 10. To create a stakeholders engagement plan to ensure that a consistent, comprehensive, and coordinated approach is taken to engage stakeholders in decision making processes throughout the project lifecycle. 11. To explain the relationship of the project towards regenerative and sustainable development to outline the impact of project execution and its product on the environment.

Preliminary Scope

The project seeks to development of a five (5) year strategic plan for the Youth Department. The exercise will involve reviewing the Department mission and vision and intuitional capacity, as well as undertaking situational analyses of its operations and stakeholder perspectives. Moreover, the development of strategic goals and objectives with certain expected outcomes as regards the successful functioning of the Department and its financial and administrative systems will be examined. The approach will be to use workshops and meetings to engage stakeholders at all levels.

Requirements

Workshops and meetings should fulfill the following requirements:

1. Must be engaging.
    - Use a variety of activities to gather information.

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Stakeholders must be involved in the process.
Interaction between consultant and stakeholders must be proactive.

2. At least four (4) workshops and meetings must take place.
3. Workshops and meetings should not last more than 5 hours.
4. The timing of workshops and meetings should be convenient to all stakeholders.

Ensure 90% of stakeholders are present.

5. Adequate use of technology to engage stakeholders.
6. Develop appropriate mechanisms to collect feedback from stakeholders.
7. Pre-schedule workshops and meetings

Date, time, and venue should be known beforehand.

</td></tr>
<tr><td>Assumptions</td><td>1. The Department of Youth will provide all the project relevant information in a timely manner to create the Project Management Plan.
2. The Consultant will complete the project within the time frame.
3. Stakeholders will actively participate in meetings.
4. Top management will endorse the development of a Project Management Plan for its organization.
5. The procurement of resources will be successful in relations to the execution of the project.</td></tr>
<tr><td>Constraints</td><td>1. The availability and willingness of stakeholders to be interviewed.
2. Project budget is inadequate due to inflation.
3. The accuracy of responses given by stakeholders can hinder the quality of the project.
4. The Project deliverables must each be completed within a specific timeframe.</td></tr>
</table>

Preliminary Risks	1. If stakeholder engagement sessions are not optimal, data collection will be negatively affected. 2. If heavy rain occurs on the various meeting day, relevant stakeholders would not be able to attend the meetings due to flooding of the roads. 3. If stakeholders are not coordinated effectively, the project will be executed in an ad hoc manner resulting in delays and wasted resources. 4. If the meetings venue is overbooked, the project will be delayed because this venue is the only suitable one on the island to host meetings.
Budget	
Cost Estimate	**$4000.00 USD**
Cost Baseline	**$4500.00 USD**
Total, Cost	**$5000.00 USD**
Milestones	
Activity	Start Date End Date
Develop Project Charter	August 22, 2022 August 26, 2022
Develop Project Scope Management Plan	August 22, 2022 August 26, 2022
Create Project Schedule Management Plan	August 29, 2022 October 2, 2022
Create Project Cost Management Plan	August 29, 2022 October 2, 2022
Create Project Quality Management Plan	October 5, 2022 October 9, 2022

Create Project Resource Management Plan	October 12, 2022 October 16, 2022
Develop Project Communication Management Plan	October 19, 2022 October 23, 2022
Develop Project Risk Management Plan	October 26, 2022 October 30, 2022
Create Project Procurement Management Plan	October 26, 2022 October 30, 2022
Create Project Stakeholder Management Plan	November 3, 2022 November 7, 2022
Create Project Sustainable Management Plan	November 3, 2022 November 7, 2022
Meetings	October 12, 2022 November 8, 2022
Stakeholders	**Direct stakeholders:** • Nyron Tayliam (Project Manager), Jim Andrew (Consultant), Staff members and Permanent Secretary Youth Department
	Indirect stakeholders: • National Youth Council, National Youth Organization, Faith Based Organization, National Sports Organization, and the Media
Project Manager Nyron Tayliam	Signature

Authorized by Permanent Secretary Youth Department

Note: Source: compiled by author, 2022.

Chart 7

Assumption Log of the Project

Knowledge Area	Assumptions	Constraints	Responsibility	Status	Action
Project Integration	The project charter will be developed and accepted in a timely manner.	The project charter will develop under a strict timeline.			
Scope Management	The scope is clear and understandable to the project team. All processes will be followed to develop the scope.	The scope may change as the project progresses.			
Schedule Management	The schedule management plan will be created within the time allocated.	Unpredictable events can affect the project schedule.			
Cost Management	The cost management	The availability of information			

Knowledge Area	Assumptions	Constraints	Responsibility	Status	Action
	plan will be able to avoid cost overruns.	and resources may not be forthcoming to create the cost management plan.			
Quality Management	The quality management plan will ensure quality is built in throughout the lifecycle of the project.	No prior information and expert from the organization in the implementation of quality in projects.			
Resource Management	The resource management plan will ensure all resource will always be available for project execution.	Resources can be delayed due to the weather pattern.			
Communication Management	The communication techniques will allow for effective	Poor internet connection. Information not reaching stakeholders in			

Knowledge Area	Assumptions	Constraints	Responsibility	Status	Action
	stakeholders' engagement.	a timely manner.			
Risk Management	All potential risk within the project will adequately be identified.	Lack of sufficient information to compile a full list of risk.			
Procurement Management	The procurement management plan will ensure a fair process in acquiring vendors.	Pre – approved vendors list is not available.			
Stakeholders Management	The stakeholders would be adequately prioritize based on the stakeholder needs, expectations, and interests.	Mobilization of all relevant stakeholders will be affected due to the time constraints of the project.			
Sustainable Management	The project stakeholders would accept the	Limited financial resources to implement			

Knowledge Area	Assumptions	Constraints	Responsibility	Status	Action
	regenerative and sustainable development framework within the project.	regenerative and sustainable development philosophy.			

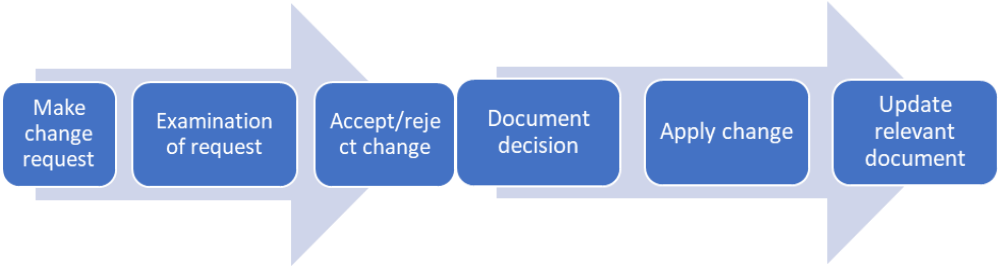
Note: Source: compiled by author, 2022.

4.1.1 Change Management Process

The change management process is a mechanism that will be used to initiate, record, assess, approve, or resolve project changes (PMI, 2017). Within this project, all changes to the project must go through the change management process sanctioned by the project manager. The changes will be made through the process of submitting a change request where the project manager would either accept or reject changes after careful examination. Moreover, all changes, whether accepted or rejected, will be documented. In addition, when a change is approved, it will be applied to the project and the relevant documents are also updated.

Figure 5

Change Management Process



Note: Source: compiled by author, 2022.

4.2 Scope Management Plan

The scope management process ensures that only the work needed to produce the desired results of the project is performed. The Scope Management Plan for the

formulation of the strategic plan of the Youth Department consists of the following aspects:

The requirements of the project deliverables

I. The Work breakdown structure
II. The validation of Scope
III. The formulation of the strategic plan of the Youth Department will be evaluated within nine months. The following objectives would be achieved:
IV. To review the Department's mission and vision as well as its institutional capacity.
V. To undertake a situational analysis of the Department's operations and stakeholder perspectives.
VI. To develop strategic goals and objectives with certain expected outcomes as regards the successful functioning of the Department.
VII. To examine the financial and administrative systems in relation to their applicability in providing the necessary support for the provision of the resource needs of the Department.

4.2.1 Roles and Responsibilities

The roles and responsibilities are highlighted so each stakeholder is aware of what is expected of them regarding the project scope. The Project Manager, Project Sponsor and project team will all be accountable for managing the scope of this project. Hence, each party must perform their duties efficiently to meet the established scope set out within the project. Chart 8 below outlines the role and responsibilities of each party.

Chart 8

Stakeholder Table

Role	Description
Project Sponsor	▪ Has overall accountability for the project ▪ Ensures that the project delivers the agreed business benefits ▪ Works with Project Manager on project scope clarification and guidance ▪ Provides financial resources for the project ▪ Approves key project deliverables ▪ Verifies project scope ▪ Approves or denies changes to the project ▪ Tracks the progress of the project ▪ Communicates directly to the project manager on project deliverables
Project Manager	▪ Creates the project charter ▪ Creates the work breakdown structure ▪ Organizes and leads meetings of the project ▪ Outlines the project scope and specifications ▪ Establishes success criteria for the project ▪ Manages all competing project requirements and assigned resources and leads the Project Team ▪ Responsible for accomplishing all project objectives within the scope, cost, time, and quality ▪ Prepares and makes presentation reports to Project Sponsor ▪ Escalates issues that cannot be resolved by the Project Team to the Project Sponsor
Project Team	▪ Assigned to work on the project throughout the project life cycle

Role	Description
	▪ Assigned specific roles for the specialized completion of various administrative or technical tasks as outlined in the project plan ▪ Directed by the Project Manager ▪ Identifies and escalates policy issues to Team Leader or Project Manager for appropriate referral
National organizations	▪ Provide guidance on the product or service needs ▪ Identifies the project requirements and expected results ▪ Be a Beneficiary of the project outcomes

Note: Source: compiled by author, 2022.

4.2.2 Project Deliverables and Acceptance Criteria

Chart 9

Project Deliverables and Acceptance Criteria

Deliverables	Acceptance Criteria
Review Mission, Vision, and Institutional Capacity	▪ Proof of input from key stakeholders. ▪ Reflects the present and future state of the organization. ▪ Delivery within two months of consultancy. ▪ Provide meeting reports of stakeholders. ▪ Updated mission and vision
Situational Analysis and Stakeholders' perspectives	▪ Proof of meeting with stakeholders. ▪ Active participation of stakeholders. ▪ Facilitated within one month after consultancy. ▪ Inclusion of relevant stakeholders ▪ List of engaged stakeholders. ▪ Submission of findings

Strategic goals and objectives	▪ Establishment of key performance indicators. ▪ Clear outcomes to be achieved. ▪ Active participation of stakeholders ▪ SMART objectives
Examination of the financial and administrative system	▪ Submission of findings on time ▪ Timely feedback on all areas ▪ Proof of meeting with relevant stakeholders. ▪ Provide evidence to support findings.

Note: Source: compiled by author, 2022.

Chart 10

Requirement Traceability Matrix

ID	WBS Code	Description	Acceptance Criteria	Priority	Source	Responsible
1	1	Project Management Plan	Completion of: • Project Charter • Project Scope Management • Project Schedule Management • Project Cost Management • Project Quality Management • Project Resource Management • Project Communication Management • Project Risk Management • Project Procurement Management	High	Project Manager	Project Manager

ID	WBS Code	Description	Acceptance Criteria	Priority	Source	Responsible
			• Project Stakeholder Management • Project Sustainable Management			
2	2	Review mission, vision, & institutional capacity	Reflects the present and future state of the organization	High	Sponsor	Consultant
3	2.1	Develop a workplan to execute the task	Proof of inputs from key stakeholders	high	Sponsor	Consultant
4	2.2	Conduct Meeting with key partners	Provide meeting reports of stakeholders	high	Sponsor	Consultant
5	2.3	Review Information	Done within two months of consultancy	medium	Sponsor	Consultant
6	2.4	Data Presentation	Present undated mission and vision	high	Sponsor	Consultant
7	3	Situational analysis & stakeholders' perspectives of the Department	Facilitated within one month after consultancy. List of engaged stakeholders	High	Sponsor	Consultant
8	3.1	Develop workplan to execute the task	Active participation of stakeholders	Medium	Sponsor	Consultant
9	3.2	Interviews various stakeholders	Inclusion of relevant stakeholders	Medium	Sponsor	Consultant
10	3.3	Focus group meetings	Proof of meeting with Stakeholders	High	Sponsor	Consultant
11	3.4	Data assessment	Submission of findings within one week	High	Sponsor	Consultant
12	4	Develop strategic	SMART objectives	High	Sponsor	Consultant

ID	WBS Code	Description	Acceptance Criteria	Priority	Source	Responsible
		goals and objectives				
13	4.1	Develop workplan to execute the task	Clear outcomes to be achieved	Medium	Sponsor	Consultant
14	4.2	Conduct meetings with key partners	Active participation of stakeholders	Medium	National Organizations	Consultant
15	4.3	Data formulation	Establishment of KPIs	High	Sponsor	Consultant
16	5	Review financial and administrative system of the Department	Submission of findings on specified time	High	sponsor	Consultant
17	5.1	Data Analysis	Proof of data gathered from relevant stakeholders	Medium	Sponsor	Consultant
18	5.2	Presentation of data	Provide evidence to support findings	Medium	sponsor	Consultant

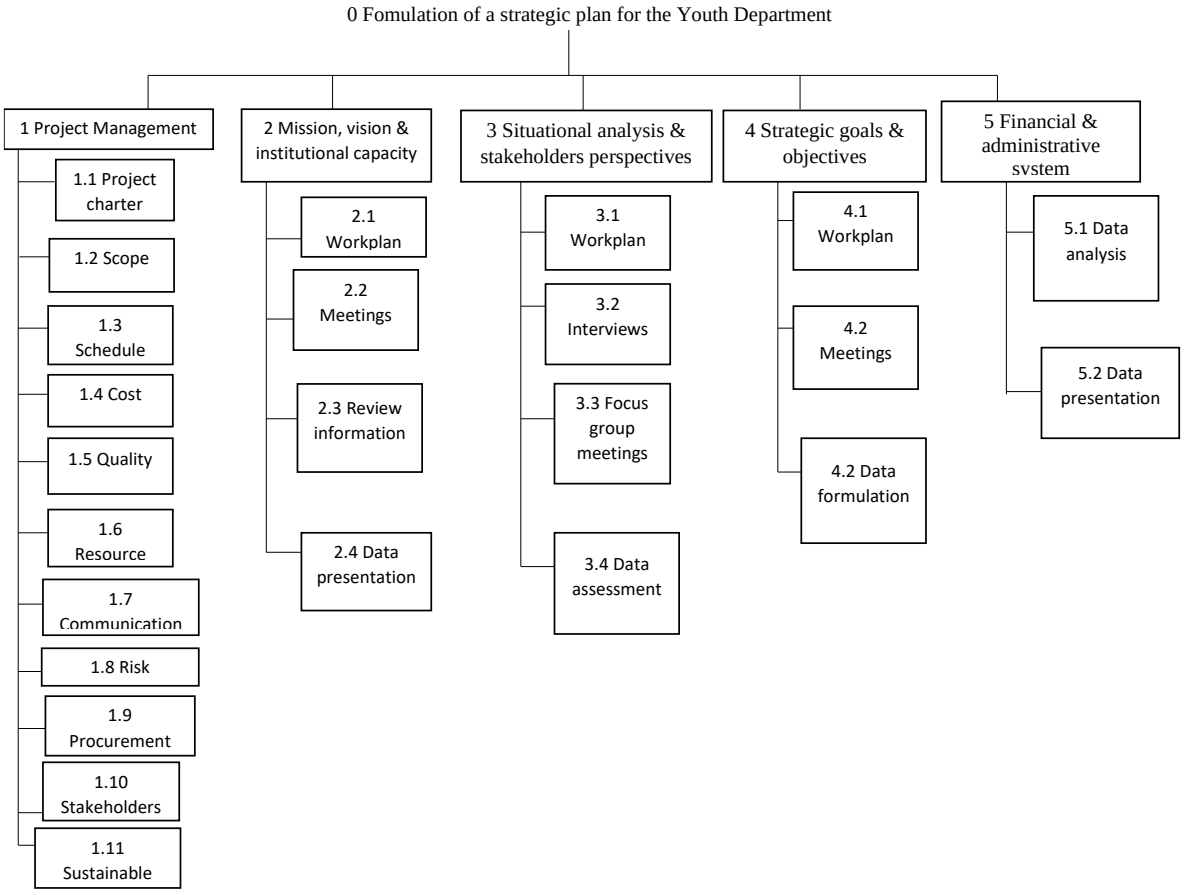
Note: Source compiled by author, 2022.

4.2.3 Work Breakdown Structure

For this project to successfully manage the work required to complete this project a work breakdown structure (WBS) is created as shown in figure 6. The WBS provides a structure of what must be delivered within the project. Within the WBS, the work will be subdivided into smaller individual work packages. Moreover, the 100% rule is used to capture all deliverables in Level 1 whereas Level 2 contains the components where deliverables are broken down into manageable parts.

Figure 6

Work Breakdown Structure to Formulate the Strategic Plan of the Youth Department



Note: Source: compiled by author, 2022.

4.2.4 Work Breakdown Structure Dictionary

The WBS Dictionary is a broken-down form of all work activities that the project team will need to carry out to make the project successful. Moreover, it includes the WBS code, deliverables, description of work, assumptions, and constraints, budgets and resources required for each task to be completed. The WBS Will be used by the Project team as a statement of work for each WBS element. Chart 11 below displays the WBS Dictionary.

Chart 11

WBS Dictionary

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
1	Project Management	Project pathways for the Formulation the strategic plan for the Youth Department	Project Management Plan	▪ The deliverables must each be completed within a specific timeframe ▪ The organization will provide all the project relevant information in a timely manner to create the Plan. ▪ No changes will be made to plan by stakeholders	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$1,100 US
1.1	Project Charter	Create project charter for the	Project Charter	▪ The deliverables must each be	▪ Laptop ▪ Email	$100US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
		project with the various elements		completed within a specific timeframe ▪ The organization will provide all the project relevant information in a timely manner to create the Plan. ▪ No changes will be made to plan by stakeholders	▪ Internet ▪ MS Word ▪ MS Excel	
1.2	Scope Management	Develop the scope plan inclusive of scope statement, project requirements, and	Scope Management Plan	▪ The deliverables must each be completed within a specific timeframe	▪ Laptop ▪ Email ▪ Internet ▪ MS Word	$100US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
		overall project scope		▪ The organization will provide all the project relevant information in a timely manner to create the Plan. ▪ No changes will be made to plan by stakeholders	▪ MS Excel	
1.3	Schedule Management	Create a time and schedule for the execution of the project	Schedule Management Plan	▪ The deliverables must each be completed within a specific timeframe ▪ The organization will provide all the project relevant information in a	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$100US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
				timely manner to create the Plan. ▪ No changes will be made to plan by stakeholders		
1.4	Cost Management	Create a cost plan to assist with the various finance of the project life cycle	Cost Management Plan	▪ The deliverables must each be completed within a specific timeframe ▪ The organization will provide all the project relevant information in a timely manner to create the Plan.	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$100US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
				▪ No changes will be made to plan by stakeholders		
1.5	Quality Management	Create a plan to ensure quality is built into the project	Quality Management Plan	▪ The deliverables must each be completed within a specific timeframe ▪ The organization will provide all the project relevant information in a timely manner to create the Plan. ▪ No changes will be made to plan by stakeholders	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$100US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
1.6	Resource Management	Create a plan to outline the various resources need to execute the project effectively	Resource Management Plan	▪ The deliverables must each be completed within a specific timeframe ▪ The organization will provide all the project relevant information in a timely manner to create the Plan. ▪ No changes will be made to plan by stakeholders	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$100US
1.7	Communication Management	Develop a plan that outline how stakeholders will be communicated	Communication Management Plan	▪ The deliverables must each be completed within	▪ Laptop ▪ Email ▪ Internet	$100US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
		throughout the project life cycle		a specific timeframe ▪ The organization will provide all the project relevant information in a timely manner to create the Plan. ▪ No changes will be made to plan by stakeholders	▪ MS Word ▪ MS Excel	
1.8	Risk Management	Develop a plan to identify, capitalize and mitigate any potential risk within the project	Risk Management Plan	▪ The deliverables must each be completed within a specific timeframe ▪ The organization will provide all the	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$100US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
				project relevant information in a timely manner to create the Plan. ▪ No changes will be made to plan by stakeholders		
1.9	Procurement Management	Create a plan to aid in the attainment of needed resources for the project	Procurement Management Plan	▪ The deliverables must each be completed within a specific timeframe ▪ The organization will provide all the project relevant information in a timely manner to create the Plan.	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$100US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
				▪ No changes will be made to plan by stakeholders		
1.10	Stakeholder Management	Create a plan to keep stakeholder better inform about various aspect of the project	Stakeholder Management Plan	▪ The deliverables must each be completed within a specific timeframe ▪ The organization will provide all the project relevant information in a timely manner to create the Plan. ▪ No changes will be made to plan by stakeholders	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$100US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
1.11	Sustainable Management	Create a plan to ensure that the activity of the project is not having a negative impact on the environment	Sustainable Management Plan	▪ The deliverables must each be completed within a specific timeframe ▪ The organization will provide all the project relevant information in a timely manner to create the Plan. ▪ No changes will be made to plan by stakeholders	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$100US
2	Mission, vision, & institutional capacity	Review and update the mission, vision & institutional	Mission and Vision Statement	▪ Stakeholders will actively participate	▪ Laptop ▪ Email ▪ Internet	$500US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
		capacity of the Department		▪ Time frame to complete the process is not surfficent	▪ MS Word ▪ MS Excel	
2.1	Workplan	Prepare a plan to gather information from key stakeholders	Workplan Schedule	▪ Consultant will develop workplan ▪ Workplan will be completed on time	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$125US
2.2	Meeting	Meeting with stakeholders	Data Log	▪ All relevant stakeholders will attend the meeting ▪ Availability and willingness of	▪ Laptop ▪ Email ▪ Internet ▪ MS Word	$125US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
				stakeholders to be interviewed. ▪ Accuracy of responses	▪ MS Excel ▪ Zoom platform ▪ Meeting room	
2.3	Review Information	Compilation and vetting of date received from meetings	Data	▪ Timely feedback will be provided	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$125US
2.4	Data Presentation	Provision of oral and written report of findings	Presentation of Data	▪ All information for completion of the presentation will be available	▪ Laptop ▪ Email ▪ Internet	$125US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
					▪ MS Word ▪ MS Excel	
3	Situational analysis & stakeholders' perspectives	Review of current operating and incorporate stakeholder ideas	SWOT Analysis	▪ Availability and willingness of stakeholders paticipate in the process ▪ Accuracy of responses from stakeholders	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$500US
3.1	Workplan	Prepare a plan to gather information from key stakeholders	Workplan Schedule	▪ Consultant will develop workplan ▪ Workplan will be completed on time	▪ Laptop ▪ Email ▪ Internet ▪ MS Word	$125US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
					▪ MS Excel	
3.2	Interviews	Gathering of information from stakeholders	Data Log	▪ All relevant stakeholders will attend the meeting ▪ Availability and willingness of stakeholders to be interviewed ▪ Accuracy of responses	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel ▪ Zoom platform ▪ Meeting room	$125US
3.3	Focus group meetings	Meeting with key personal for information	Data Log	▪ All relevant stakeholders will attend the meeting	▪ Laptop ▪ Email ▪ Internet	$125US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
				▪ Availability and willingness of stakeholders to be interviewed ▪ Accuracy of responses	▪ MS Word ▪ MS Excel ▪ Zoom platform ▪ Meeting room	
3.4	Data assessment	Review the data and present information	Presentation of Data	▪ Timely feeback will be provided ▪ All information for completion of the presentation will be available	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$125US
4	Strategic goals and objectives	Formulation of SMART and	Goals and Objectives	▪ Availability and willingness of	▪ Laptop ▪ Email	$375US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
		realistic goals and objectives for the Department		▪ stakeholders paticipate in the process ▪ Accuracy of responses from stakeholders	▪ Internet ▪ MS Word ▪ MS Excel	
4.1	Workplan	Prepare a plan to gather information from key stakeholders	Workplan Schedule	▪ Consultant will develop workplan ▪ Workplan will be completed on time	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$125US
4.2	Meetings	Meeting with key stakeholders to contribute to the goals and objectives	Data Log	▪ All relevant stakeholders will attend the meeting	▪ Laptop ▪ Email ▪ Internet ▪ MS Word	$125US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
				▪ Availability and willingness of stakeholders to be interviewed ▪ Accuracy of responses	▪ MS Excel ▪ Zoom platform ▪ Meeting Room	
4.3	Data formulation	Review and present data	Presentation of Data	▪ Timely feedback will be provided	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$125US
5	Financial and administrative system	Review of the Department operation in meeting its	Financial and administrative plan	▪ Availability and willingness of stakeholders	▪ Laptop ▪ Email ▪ Internet	$250US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
		financial and administrative capabilities		paticipate in the process ▪ Accuracy of responses from stakeholders	▪ MS Word ▪ MS Excel	
5.1	Data Analysis	Analysis of present data and documents	Data	▪ Timely feedback will be provided	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$125US

WBS Code	Name	Description of Work	Deliverables	Assumption & Constraints	Resources	Budget
5.2	Presentation of data	Submit oral and writing findings	Presentation of data	▪ Timely feeback will be provided ▪ All information for completion of the presentation will be available	▪ Laptop ▪ Email ▪ Internet ▪ MS Word ▪ MS Excel	$125US

4.2.5 Scope Control

Scope control involves the management of any changes to the scope baseline with regards to the project scope. Moreover, scope control ensures the project is in alignment with its original scope. Therefore, within this project the scope is monitored through weekly progress updates, virtual presentations to stakeholders, and active participation in team meetings. However, any changes to the project scope must be made through the change request process. The project manager will be responsible for communicating acceptance or denial of any change request presented as stated previously in Figure 6.

4.2.6 Validating Scope

Scope validation for the project - Formulation of the Strategic Plan for the Youth Department will involve the formal acceptance of completed project deliverables. Hence, scope validation and quality control will be implemented to ensure that the deliverables as well as quality meet the client's requirements. Moreover, frequent planned meetings with the sponsor will be conducted to gain formal acceptance of the deliverables. These meetings will aid in avoiding rework and revised deliverables. In addition, frequent engagement with the sponsor through inspection of the various deliverables will aid with implementation of quality control within the project. Therefore, the consultant will validate the deliverables of the other stakeholders and thereafter present the Youth Department with a progress and final acceptance letter. Moreover, the formal acceptance of all the various deliverables once they meet the requirements will be signed by the main sponsor, the Department of Youth Development and Sports.

4.3. Schedule Management Plan

Project schedule management includes the processes required to manage the timely completion of the project. In addition, project scheduling provides a detailed plan that represents how and when the project will deliver the product and service (PMI, 2017, p.173). The following processes form part of the schedule management plan: plan schedule management, define activities, sequence activities, estimate activity duration, develop schedule, and control schedule. The project schedule will be

created based on the WBS developed in the Scope Management Plan. Moreover, all activities will be managed at the individual task level which is exhibited in the third level of the WBS. In addition, a dependency structure will be used to indicate the order in which work should occur. The number of work periods needed to complete work packages will be outlined through activity duration estimating. Also, throughout activity resource estimating, the type and quantities of resources required to complete the development of the schedule will be assigned to work packages.

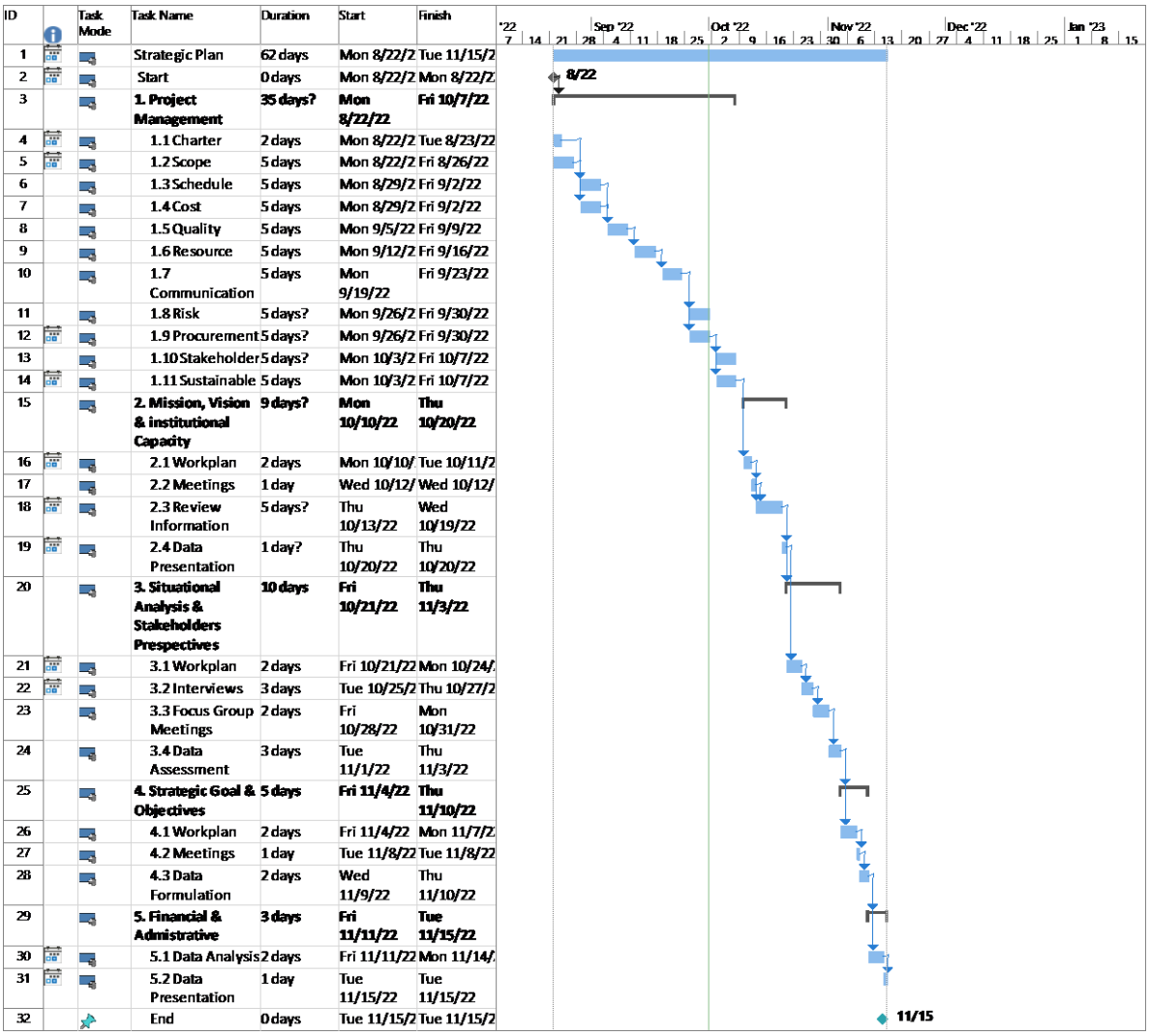
The consultant and the project manager will review the scheduling document to ensure the assigned project tasks are done precisely. Upon approval by the project team members the sponsor will evaluate and approve the schedule which will then be baselined.

4.3.1 Activity List

Using the activity list, the duration of each activity can be estimated, which leads to the total duration of the project being calculated. The activities will be measured using hours, days, weeks, and months. Figure 7 below illustrates the activity list for the project.

Figure 7

Activity list for the Formulation of the Strategic Plan for the Youth Department



ID	Task Mode	Task Name	Duration	Start	Finish
1		Strategic Plan	62 days	Mon 8/22/2	Tue 11/15/2
2		Start	0 days	Mon 8/22/2	Mon 8/22/2
3		**1. Project Management**	**35 days?**	**Mon 8/22/22**	**Fri 10/7/22**
4		1.1 Charter	2 days	Mon 8/22/2	Tue 8/23/22
5		1.2 Scope	5 days	Mon 8/22/2	Fri 8/26/22
6		1.3 Schedule	5 days	Mon 8/29/2	Fri 9/2/22
7		1.4 Cost	5 days	Mon 8/29/2	Fri 9/2/22
8		1.5 Quality	5 days	Mon 9/5/22	Fri 9/9/22
9		1.6 Resource	5 days	Mon 9/12/2	Fri 9/16/22
10		1.7 Communication	5 days	Mon 9/19/22	Fri 9/23/22
11		1.8 Risk	5 days?	Mon 9/26/2	Fri 9/30/22
12		1.9 Procurement	5 days?	Mon 9/26/2	Fri 9/30/22
13		1.10 Stakeholder	5 days?	Mon 10/3/2	Fri 10/7/22
14		1.11 Sustainable	5 days	Mon 10/3/2	Fri 10/7/22
15		**2. Mission, Vision & institutional Capacity**	**9 days?**	**Mon 10/10/22**	**Thu 10/20/22**
16		2.1 Workplan	2 days	Mon 10/10/	Tue 10/11/2
17		2.2 Meetings	1 day	Wed 10/12/	Wed 10/12/
18		2.3 Review Information	5 days?	Thu 10/13/22	Wed 10/19/22
19		2.4 Data Presentation	1 day?	Thu 10/20/22	Thu 10/20/22
20		**3. Situational Analysis & Stakeholders Prespectives**	**10 days**	**Fri 10/21/22**	**Thu 11/3/22**
21		3.1 Workplan	2 days	Fri 10/21/22	Mon 10/24/
22		3.2 Interviews	3 days	Tue 10/25/2	Thu 10/27/2
23		3.3 Focus Group Meetings	2 days	Fri 10/28/22	Mon 10/31/22
24		3.4 Data Assessment	3 days	Tue 11/1/22	Thu 11/3/22
25		**4. Strategic Goal & Objectives**	**5 days**	**Fri 11/4/22**	**Thu 11/10/22**
26		4.1 Workplan	2 days	Fri 11/4/22	Mon 11/7/2
27		4.2 Meetings	1 day	Tue 11/8/22	Tue 11/8/22
28		4.3 Data Formulation	2 days	Wed 11/9/22	Thu 11/10/22
29		**5. Financial & Admistrative**	**3 days**	**Fri 11/11/22**	**Tue 11/15/22**
30		5.1 Data Analysis	2 days	Fri 11/11/22	Mon 11/14/
31		5.2 Data Presentation	1 day	Tue 11/15/22	Tue 11/15/22
32		End	0 days	Tue 11/15/2	Tue 11/15/2

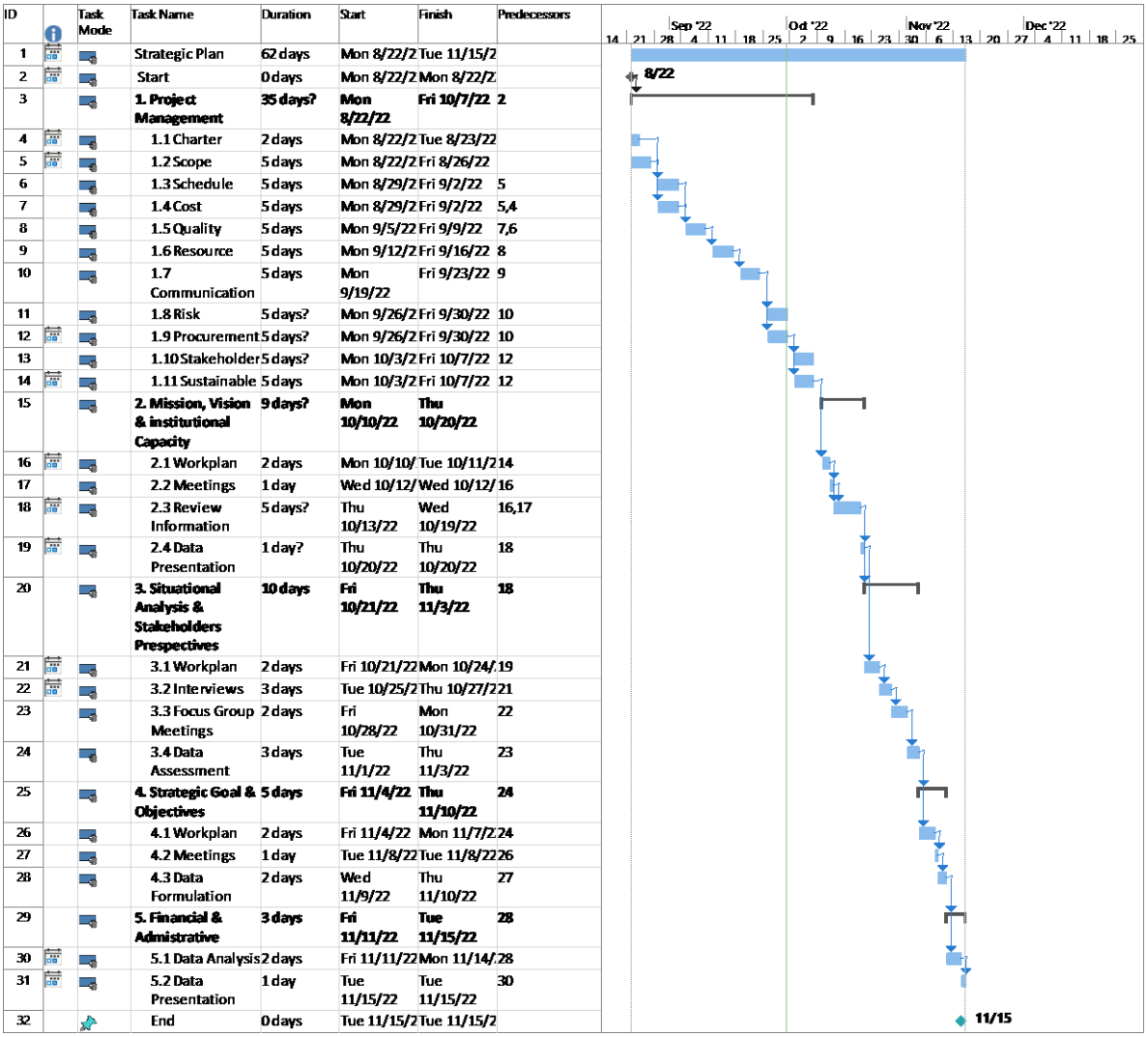
Note: Source: compiled by author, 2022.

4.3.2 Define Sequence of Activities

Sequencing is the process of "identifying and documenting relationships among the project activities" (PMI, 2017, p.573). The Schedule Management Plan, the Activity List and Milestone list were the inputs used for activity sequencing. Within the project, expert judgement and meetings with the project manager and consultant were used to sequence activities. Figure 8 depicted the output of the process for the project.

Figure 8

Sequence Activities for the Formulation of the Strategic Plan for the Youth Department



ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1		Strategic Plan	62 days	Mon 8/22/2	Tue 11/15/2	
2		Start	0 days	Mon 8/22/2	Mon 8/22/2	
3		**1. Project Management**	**35 days?**	**Mon 8/22/22**	**Fri 10/7/22**	**2**
4		1.1 Charter	2 days	Mon 8/22/2	Tue 8/23/22	
5		1.2 Scope	5 days	Mon 8/22/2	Fri 8/26/22	
6		1.3 Schedule	5 days	Mon 8/29/2	Fri 9/2/22	5
7		1.4 Cost	5 days	Mon 8/29/2	Fri 9/2/22	5,4
8		1.5 Quality	5 days	Mon 9/5/22	Fri 9/9/22	7,6
9		1.6 Resource	5 days	Mon 9/12/2	Fri 9/16/22	8
10		1.7 Communication	5 days	Mon 9/19/22	Fri 9/23/22	9
11		1.8 Risk	5 days?	Mon 9/26/2	Fri 9/30/22	10
12		1.9 Procurement	5 days?	Mon 9/26/2	Fri 9/30/22	10
13		1.10 Stakeholder	5 days?	Mon 10/3/2	Fri 10/7/22	12
14		1.11 Sustainable	5 days	Mon 10/3/2	Fri 10/7/22	12
15		**2. Mission, Vision & institutional Capacity**	**9 days?**	**Mon 10/10/22**	**Thu 10/20/22**	
16		2.1 Workplan	2 days	Mon 10/10/	Tue 10/11/2	14
17		2.2 Meetings	1 day	Wed 10/12/	Wed 10/12/	16
18		2.3 Review Information	5 days?	Thu 10/13/22	Wed 10/19/22	16,17
19		2.4 Data Presentation	1 day?	Thu 10/20/22	Thu 10/20/22	18
20		**3. Situational Analysis & Stakeholders Prespectives**	**10 days**	**Fri 10/21/22**	**Thu 11/3/22**	**18**
21		3.1 Workplan	2 days	Fri 10/21/22	Mon 10/24/	19
22		3.2 Interviews	3 days	Tue 10/25/2	Thu 10/27/22	21
23		3.3 Focus Group Meetings	2 days	Fri 10/28/22	Mon 10/31/22	22
24		3.4 Data Assessment	3 days	Tue 11/1/22	Thu 11/3/22	23
25		**4. Strategic Goal & Objectives**	**5 days**	**Fri 11/4/22**	**Thu 11/10/22**	**24**
26		4.1 Workplan	2 days	Fri 11/4/22	Mon 11/7/2	24
27		4.2 Meetings	1 day	Tue 11/8/22	Tue 11/8/22	26
28		4.3 Data Formulation	2 days	Wed 11/9/22	Thu 11/10/22	27
29		**5. Financial & Admistrative**	**3 days**	**Fri 11/11/22**	**Tue 11/15/22**	**28**
30		5.1 Data Analysis	2 days	Fri 11/11/22	Mon 11/14/	28
31		5.2 Data Presentation	1 day	Tue 11/15/22	Tue 11/15/22	30
32		End	0 days	Tue 11/15/2	Tue 11/15/2	

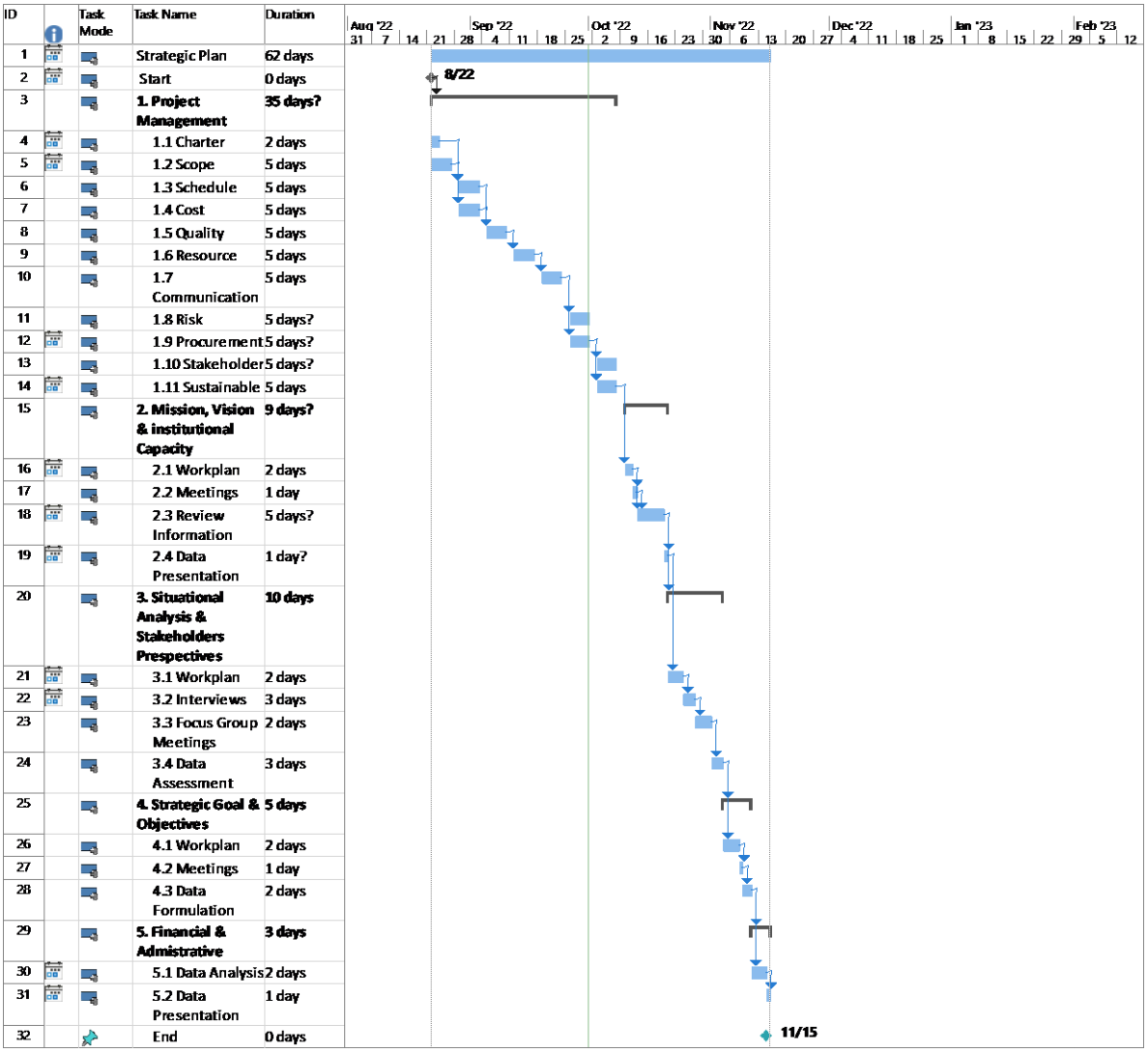
Note: Source: compiled by author, 2022.

4.3.3 Estimate Activity Duration

The inputs for this process included the Schedule Management Plan, Activity List, Resource Calendar, Milestone List and Resource Requirements. For the process to be effective, meetings and expert judgement were used as tools and techniques for this process. The output of the process is illustrated below in Figure 9.

Figure 9

Estimate Activity Duration for the Formulation of the Strategic Plan for the Youth Department



ID	Task Mode	Task Name	Duration
1		Strategic Plan	62 days
2		Start	0 days
3		**1. Project Management**	**35 days?**
4		1.1 Charter	2 days
5		1.2 Scope	5 days
6		1.3 Schedule	5 days
7		1.4 Cost	5 days
8		1.5 Quality	5 days
9		1.6 Resource	5 days
10		1.7 Communication	5 days
11		1.8 Risk	5 days?
12		1.9 Procurement	5 days?
13		1.10 Stakeholder	5 days?
14		1.11 Sustainable	5 days
15		**2. Mission, Vision & institutional Capacity**	**9 days?**
16		2.1 Workplan	2 days
17		2.2 Meetings	1 day
18		2.3 Review Information	5 days?
19		2.4 Data Presentation	1 day?
20		**3. Situational Analysis & Stakeholders Prespectives**	**10 days**
21		3.1 Workplan	2 days
22		3.2 Interviews	3 days
23		3.3 Focus Group Meetings	2 days
24		3.4 Data Assessment	3 days
25		**4. Strategic Goal & Objectives**	**5 days**
26		4.1 Workplan	2 days
27		4.2 Meetings	1 day
28		4.3 Data Formulation	2 days
29		**5. Financial & Admistrative**	**3 days**
30		5.1 Data Analysis	2 days
31		5.2 Data Presentation	1 day
32		End	0 days

Note: Source: compiled by author, 2022.

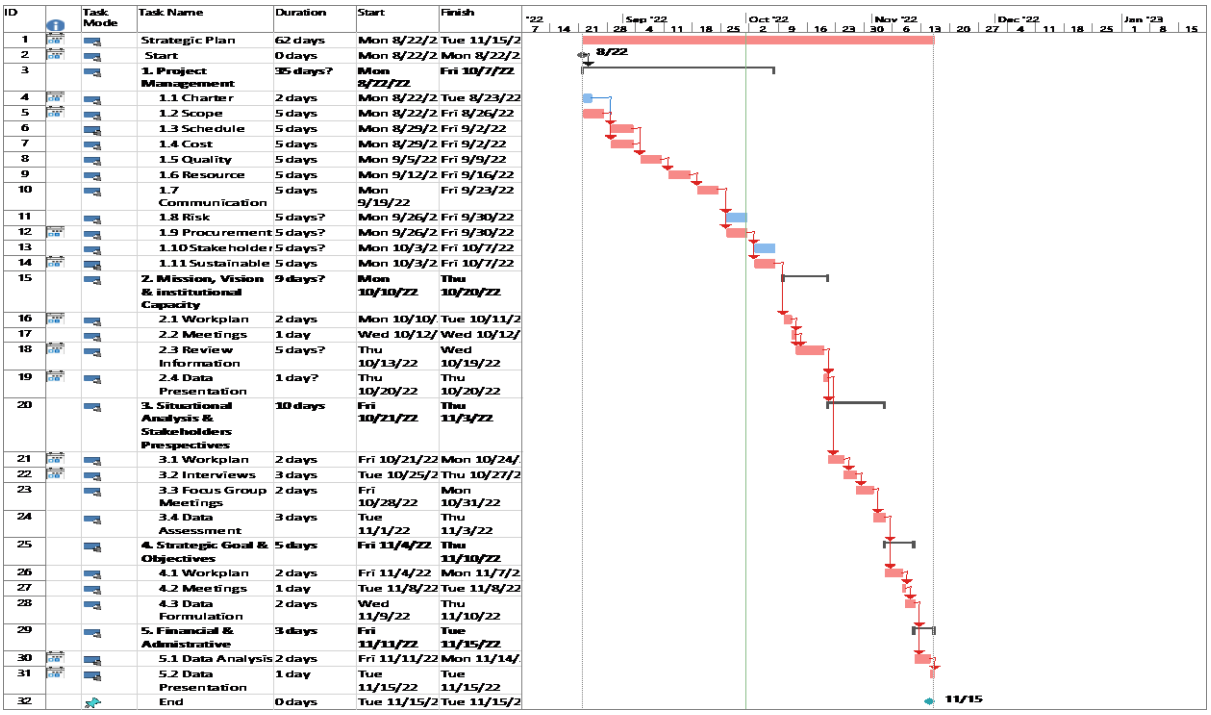
4.3.4 Develop Schedule

The input for this process is the Schedule Management Plan, Project Schedule Network Diagram, Activity List, Activity Durations, Risk Register, Resource Calendar, and Resource Requirements. In addition, Microsoft project is the tool used to create the project schedule. The project schedule is controlled and monitored using the Critical Path Method (CPM) where the shortest possible project duration is

determined by the critical path. Moreover, through the CPM the activities in red highlighted in Figure 10 would be monitored closely to avoid any delays. If the CPM is not controlled and monitored the successful completion of the project on schedule will be affected. The CPM is an important tool because it helps with identifying the tasks needed to complete the project on time. Moreover, the CPM will determine the task which needs to be done on time as well as those that can be delayed if needed. Therefore, the project manager would control the project through the CPM by ensuring that activities that can be done simultaneously are done concurrently. Furthermore, the CPM analysis will aid in identifying task dependencies, resources constraints, project risk, estimation of task duration, and tasks prioritization. As part of this FGP, the CPM will be used to identify the necessary tasks needed for project completion. Also, through the CPM schedule flexibility will be determined to ensure that all activities with the CPM are finished on time to avoid any delays in project completion. Consequently, the critical path was calculated in Microsoft Project where the late start and late finish dates were produced. Figure 10 below illustrates the CPM within this project emphasized in red.

Figure 10

Develop Schedule for the Formulation of the Strategic Plan for the Youth Department



ID	Task Mode	Task Name	Duration	Start	Finish
1		Strategic Plan	62 days	Mon 8/22/2	Tue 11/15/2
2		Start	0 days	Mon 8/22/2	Mon 8/22/2
3		**1. Project Management**	85 days?	Mon 8/22/22	Fri 10/7/22
4		1.1 Charter	2 days	Mon 8/22/2	Tue 8/23/22
5		1.2 Scope	5 days	Mon 8/22/2	Fri 8/26/22
6		1.3 Schedule	5 days	Mon 8/29/2	Fri 9/2/22
7		1.4 Cost	5 days	Mon 8/29/2	Fri 9/2/22
8		1.5 Quality	5 days	Mon 9/5/22	Fri 9/9/22
9		1.6 Resource	5 days	Mon 9/12/2	Fri 9/16/22
10		1.7 Communication	5 days	Mon 9/19/22	Fri 9/23/22
11		1.8 Risk	5 days?	Mon 9/26/2	Fri 9/30/22
12		1.9 Procurement	5 days?	Mon 9/26/2	Fri 9/30/22
13		1.10 Stakeholder	5 days?	Mon 10/3/2	Fri 10/7/22
14		1.11 Sustainable	5 days	Mon 10/3/2	Fri 10/7/22
15		**2. Mission, Vision & institutional Capacity**	9 days?	Mon 10/10/22	Thu 10/20/22
16		2.1 Workplan	2 days	Mon 10/10/	Tue 10/11/2
17		2.2 Meetings	1 day	Wed 10/12/	Wed 10/12/
18		2.3 Review Information	5 days?	Thu 10/13/22	Wed 10/19/22
19		2.4 Data Presentation	1 day?	Thu 10/20/22	Thu 10/20/22
20		**3. Situational Analysis & Stakeholders Prespectives**	10 days	Fri 10/21/22	Thu 11/3/22
21		3.1 Workplan	2 days	Fri 10/21/22	Mon 10/24/
22		3.2 Interviews	3 days	Tue 10/25/2	Thu 10/27/2
23		3.3 Focus Group Meetings	2 days	Fri 10/28/22	Mon 10/31/22
24		3.4 Data Assessment	3 days	Tue 11/1/22	Thu 11/3/22
25		**4. Strategic Goal & Objectives**	5 days	Fri 11/4/22	Thu 11/10/22
26		4.1 Workplan	2 days	Fri 11/4/22	Mon 11/7/2
27		4.2 Meetings	1 day	Tue 11/8/22	Tue 11/8/22
28		4.3 Data Formulation	2 days	Wed 11/9/22	Thu 11/10/22
29		**5. Financial & Administrative**	3 days	Fri 11/11/22	Tue 11/15/22
30		5.1 Data Analysis	2 days	Fri 11/11/22	Mon 11/14/
31		5.2 Data Presentation	1 day	Tue 11/15/22	Tue 11/15/22
32		End	0 days	Tue 11/15/2	Tue 11/15/2

Note: Source: compiled by author, 2022.

4.3.5 Control Schedule

Control Schedule is the process of monitoring the status of the project to update the project schedule and managing changes to the schedule baseline. The key benefit of this process is that the schedule baseline is maintained throughout the project (PMI, 2017, p.22). Within the project, changes to the schedule will be made through the 'perform integrated change control process' highlighted in Figure 5. The changes will be discussed in depth assessing the pros and cons of the changes. In addition, any changes to the schedule will be signed with the approval of the project sponsor.

4.4 Cost Management Plan

Plan cost management encompasses the process of determining how the project cost would be estimated, budgeted, managed, monitored, and controlled. Therefore, earned value management metrics were used to measure project performance. In addition, the inputs to this process are Project Charter, Scope Management, and Schedule Management. Tools and techniques such as meetings, expert judgement,

and analytical techniques were used to develop the Cost Management Plan. Within this project, weekly meetings with the project manager, project sponsor and the consultant on the project were initiated for cost planning to ascertain the direction on how cost will be managed throughout the lifecycle of the project. Chart 12 below provides a meeting agenda template used. Moreover, during estimated cost and project budgeting expert judgement, analogous and bottom – up estimating as well as alternatives analysis were used to determine the monetary resources required for the physical resources, human resources, and contingency cost within the project. In addition, management reserves were added using data analysis for unforeseen work within the scope of the project. Earn value analysis was used to control costs with the project to ensure the cost baseline is maintained throughout the project.

Chart 12

Project Meeting Agenda

Meeting Agenda	
Location:	
Date:	
Time:	
Audience:	
Objectives:	
Topics to be discussed	
Topic 1 – Name *a. Discussed Items* *b. Discussed Items*	
Topic 2 – Name *a. Discussed Items* *b. Discussed Items*	
Follow up / Responsible person	
Date & time of next meeting	

Note: Source: compiled by author, 2022.

4.4.1 Estimated Cost and Budget

The scope of this project was clearly determined as a result both cost estimation and budget were prepared jointly. The inputs used for the estimation of costs and budget were exchange rates, project schedule, project scope baseline, expert judgement, analogous and bottom – up estimating as well as data analysis. The cost of each deliverable was estimated inclusive of direct labour, venue, equipment, and technology. The cost of the project is managed at the second level of the Work Breakdown Structure (WBS). Therefore, each deliverable functions as a control account. The total estimated costs are highlighted in Chart 13 below where the cost baseline of USD 2,997.50 will aid to monitor and control project performance. Moreover, a contingency reserve of 10% is added to cover known – unknown risk. The cost baseline plus the management reserve equates to the project budget. Chart 14 below depicts the information.

Chart 13

Cost Estimate & Contingency

	Deliverables	**Cost Estimate/USD**
	Project Management	1100.00
	Mission, vision, & institutional capacity	500.00
	Situational analysis & stakeholders' perspectives	500.00
	Strategic goals and objectives	375.00
	Financial and administrative system	250.00
	Contingency reserve	275.50

Note: Source: compiled by author, 2022.

Chart 14

Estimated Project Budget

Concept	Value
Estimate	$2,725.00
Contingency Reserve	$272.50
Baseline	$2,997.50
Management Reserve	$1000.00
Budget	$3,997.50

Note: Source: compiled by author, 2022.

4.4.2 Monitoring Cost

The Earned Value Management method (EMV) helps in understanding the progress of the project based on a quantitative analysis of the task budget with the actual value of the task that has been completed. In addition, EMV aids in providing an insight into the progress that has been achieved within the project. Hence, the project manager would use this tool to evaluate the current situation of the project against the actual project execution plan. These four metrics - Schedule Variance (SV), Cost Variance (CV), Schedule Performance Index (SPI) and Cost Performance Index (CPI) are used to measure and monitor the project's cost and schedule performance. Furthermore, the Earned Value Analysis will be used to compare the performance measurement baseline to the actual schedule and cost performance of the project. The process would use inputs from the scope baseline along with the cost baseline as well as the schedule baseline. In addition, the planned value, earned value, and actual cost will be used to calculated cost and schedule performance (PMI, 2017, 261) Hence, within the project, a negative CV, or a CPI of less than 1.0 indicates that the cost associated with the project is unfavorable. The project manager would need to mitigate the cause of cost overrun within the project to ensure the project performance is at an acceptable level. Chart 15 below provides the calculation for the EVM.

Chart 15

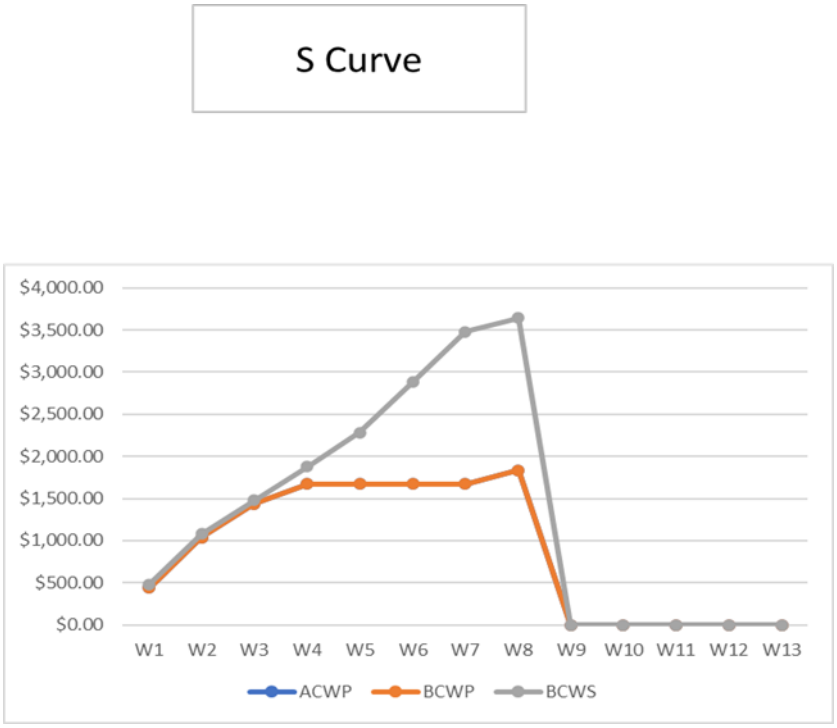
EVM Calculations Summary

Earned Value Analysis					
Abbreviation	**Name**	**Lexicon Definition**	**How Used**	**Equation**	**Interpretation of Result**
PV	Planned Value	The authorized budget assigned to scheduled work.	The value of the work planned to be completed to a point in time, usually the data date, or project completion.		
EV	Earned Value	The measure of work performed expressed in terms of the budget authorized for that work.	The planned value of all the work completed (earned) to a point in time, usually the data date, without reference to actual costs.	EV = sum of the planned value of completed work	
AC	Actual Cost	The realized cost incurred for the work performed on an activity during a specific time period.	The actual cost of all the work completed to a point in time, usually the data date.		
BAC	Budget at Completion	The sum of all budgets established for the work to be performed.	The value of total planned work, the project cost baseline.		
CV	Cost Variance	The amount of budget deficit or surplus at a given point in time, expressed as the difference between the earned value and the actual cost.	The difference between the value of work completed to a point in time, usually the data date, and the actual costs to the same point in time.	CV = EV - AC	Positive = Under planned cost Neutral = On planned cost Negative = Over planned cost
SV	Schedule Variance	The amount by which the project is ahead or behind the planned delivery date, at a given point in time, expressed as the difference between the earned value and the planned value.	The difference between the work completed to a point in time, usually the data date, and the work planned to be completed to the same point in time.	SV = EV - PV	Positive = Ahead of Schedule Neutral = On schedule Negative = Behind Schedule
VAC	Variance at Completion	A projection of the amount of budget deficit or surplus, expressed as the difference between the budget at completion and the estimate at completion.	The estimated difference in cost at the completion of the project.	VAC = BAC - EAC	Positive = Under planned cost Neutral = On planned cost Negative = Over planned cost
CPI	Cost Performance Index	A measure of the cost efficiency of budgeted resources expressed as the ratio of earned value to actual cost.	A CPI of 1.0 means the project is exactly on budget, that the work actually done so far is exactly the same as the cost so far. Other values show the percentage of how much costs are over or under the budgeted amount for work accomplished.	CPI = EV/AC	Greater than 1.0 = Under planned cost Exactly 1.0 = On planned cost Less than 1.0 = Over planned cost
SPI	Schedule Performance Index	A measure of schedule efficiency expressed as the ratio of earned value to planned value.	An SPI of 1.0 means that the project is exactly on schedule, that the work actually done so far is exactly the same as the work planned to be done so far. Other values show the percentage of how much costs are over or under the budgeted amount for work planned.	SPI = EV/PV	Greater than 1.0 = Ahead of schedule Exactly 1.0 = On schedule Less than 1.0 = Behind schedule
EAC	Estimate At Completion	The expected total cost of completing all work expressed as the sum of the actual cost to date and the estimate to complete.	If the CPI is expected to be the same for the remainder of the project, EAC can be calculated using: If future work will be accomplished at the planned rate, use: If the initial plan is no longer valid, use: If both the CPI and SPI influence the remaining work, use:	EAC = BAC_r/CPI EAC = AC + BAC - EV EAC = AC + Bottom-up ETC EAC = AC + [(BAC - EV)/(CPI x SPI)]	
ETC	Estimate to Complete	The expected cost to finish all the remaining project work.	Assuming work is proceeding on plan, the cost of completing the remaining authorized work can be calculated using: Reestimate the remaining work from the bottom up.	ETC = EAC - AC ETC = Reestimate	
TCPI	To Complete Performance Index	A measure of the cost performance that must be achieved with the remaining resources in order to meet a specified management goal, expressed as the ratio of the cost to finish the outstanding work to the budget available.	The efficiency that must be maintained in order to complete on plan. The efficiency that must be maintained in order to complete the current EAC.	TCPI = (BAC - EV)/(BAC - AC) TCPI = (BAC - EV)/(EAC - AC)	Greater than 1.0 = Harder to complete Exactly 1.0 = Same to complete Less than 1.0 = Easier to complete Greater than 1.0 = Harder to complete Exactly 1.0 = Same to complete Less than 1.0 = Easier to complete

Note: Source by PMI, 2017.

Figure 11

Project S Curve



Note: Source: compiled by author, 2022.

Chart 16

Earn Value Analysis Scenarios

Earn Value Analysis Scenarios	
Scenario 1 Week 3	Scenario 2 Week 7
PV=$1,520.00	PV=$3,480.00
AC=$1,450.00	AC=$100.00
EV=$1,480.00	EV=$1,673.80
SV= - $40	SV= -$1,806.93
CV=$30	CV=$673.08
SPI=0.97	SPI=0.5
CPI=1.02	CPI 1.7
EAC1=$5,529.41	EAC1=$3,317.64

Explanation of both scenarios

a) In both scenarios it shows that the SV is less than zero and has a negative result which indicates that the project is delayed.
b) In both scenarios the CV is a positive result hence the project is spending less than planned at its current status.
c) The SPI is less than one in both scenarios which indicate that the project is delayed.
d) Both scenarios CPI is greater than 1 hence the project is spending less than plan.
e) An EAC1 of $5,529.41 in Week 3 indicates that the project would cost $110.59 less than originally planned. Likewise for Week 7, with an EAC1 of $3,317.64 would cost the project $2,322.36 less.
f) EACt shows that instead of the two months indicated to complete the project it would take 4 months if the time performance continued as it is.

Hence, since the project is delayed and not performing on schedule the project manager will have to determine the current status of the project based on completed deliverables against planned iteration. At the end of each iteration, the project manager needs to conduct retrospective review meetings to identify improvements in the various areas and adjust project backlog based on outcome of retrospective review meetings. In addition, the project manager will re - estimate the remaining components of the project. Since at the planning stage all the project's future activities were estimated based on information at hand, therefore as the project progresses, unclear points will be clarified. The project team will have more information on the project activity hence the remaining activities of the project will be re-estimated to ensure the target project completion date is met. In addition, the project manager can use the contingency reserve to add more human resources to aid with the completion of tasks on schedule.

4.4.3 Control Cost

The Cost Control Process follows the established change control process where any changes must be through the project manager and onward approval from project

sponsor. In addition, the project manager would communicate approval or denial and update relevant documents based on approval.

4.5 Quality Management Plan

The Quality Management approach will ensure that quality is planned and measured throughout the lifecycle of the project. According to A Guide to the Project Management Body of Knowledge Sixth Edition (2017), project quality management involves the planning, managing, and controlling of project quality requirements that meet stakeholders' objectives. Within the project, the quality management plan will seek to establish activities, processes, and procedures to meet stakeholders' requirements. Therefore, the inputs for the development of the quality management plan are the acceptance criteria approved in the scope baseline and organizational process assets.

4.5.1 Plan Quality

According to A Guide to the Project Body of Knowledge Sixth Edition (2017), Quality Management Plan involves identifying the relevant quality requirements or standards for the project and all its deliverables. Moreover, the process involves documenting how the project would show compliance with the quality requirements and standards. Within the project, quality would be managed and verified using tools and techniques such as expert judgement from the consultant on the project, benchmarking from other projects, and meetings with project sponsor, project manager, stakeholders, and consultant.

4.5.2 Manage Quality

The quality management process within the project aims to increase the probability of meeting the quality objectives as well as identifying ineffective processes and causes of poor quality as highlighted in A Guide to the Project Body of Knowledge Sixth Edition (2017). Therefore, the project manager and consultant within this project will take the lead to assess quality throughout the project lifecycle. In addition, any detection of poor quality needs to be corrected before the deliverables are submitted to the client. The overall management of quality within the project is the responsibility of all stakeholders involved. Additionally, to ensure quality is managed and maintained within each deliverable the Work Breakdown Structure (WBS) and

acceptance criteria will be used. Within this project some of the tools applied in this process were meetings, and expert judgement. Chart 17 below highlights the quality assurance plan for this project.

Chart 17

Quality Assurance Plan

ID	WBS Code	Description	Acceptance Criteria	Assurance Activity	Schedule	Responsible
1	1	Project Management Plan	Completion of: ▪ Project Charter ▪ Project Scope Management ▪ Project Schedule Management ▪ Project Cost Management ▪ Project Quality Management ▪ Project Resource Management ▪ Project Communication Management ▪ Project Risk Management ▪ Project Procurement Management	90% completion at reporting through process checklist	Bi-weekly	Project Manager

ID	WBS Code	Description	Acceptance Criteria	Assurance Activity	Schedule	Responsible
			▪ Project Stakeholder Management ▪ Project Sustainable Management			
2	2	Review Mission, vision, & institutional capacity	Reflects the present and future state of the organization	high Perform Quality audit	weekly	Project manager
3	2.1	Develop a workplan to execute the task	Proof of inputs from key stakeholders	Perform quality audit	Weekly	Project Manager
4	2.2	Conduct Meeting with key partners	Provide meeting reports of stakeholders	Process checklist	Weekly	Project manager
5	2.3	Review Information	Done within two months of consultancy	Perform quality audit	Bi - weekly	Project sponsor
6	2.4	Data Presentation	Present undated mission and vision	Perform Quality audit	Bi - weekly	Project sponsor

ID	WBS Code	Description	Acceptance Criteria	Assurance Activity	Schedule	Responsible
7	3	Situational analysis & stakeholders' perspectives of the Department	Facilitated within one month after consultancy and a list of engaged stakeholders	Perform quality audit	Bi - weekly	Project sponsor
8	3.1	Develop workplan to execute the task	Active participation of stakeholders	Process checklist	weekly	Project manager
9	3.2	Interviews various stakeholders	Inclusion of relevant stakeholders	Perform quality audit	weekly	Project manager
10	3.3	Focus group meetings	Proof of meeting with Stakeholders	Process checklist	daily	Project manager
11	3.4	Data assessment	Submission of findings within one week	Perform quality audit	Every two days	Project team members
12	4	Develop Strategic goals and objectives	SMART objectives	Process checklist	weekly	Project team members
13	4.1	Develop workplan to execute the task	Clear outcomes to be achieved	Process checklist	daily	Project manager
14	4.2	Conduct meetings with key partners	Active participation of stakeholders	Process checklist	Weekly	Project Consultant

ID	WBS Code	Description	Acceptance Criteria	Assurance Activity	Schedule	Responsible
15	4.3	Data formulation	Establishment of KPIs	Perform quality audit	weekly	Project manager
16	5	Review financial and administrative system of the Department	Submission of findings on specified time	Perform quality audit	Bi - weekly	Project Sponsor
17	5.1	Data Analysis	Proof of data gathered from relevant stakeholders	Perform quality audit	Weekly	Project manager
18	5.2	Presentation of data	Provide evidence to support findings	Perform quality audit	Bi - weekly	Project sponsor

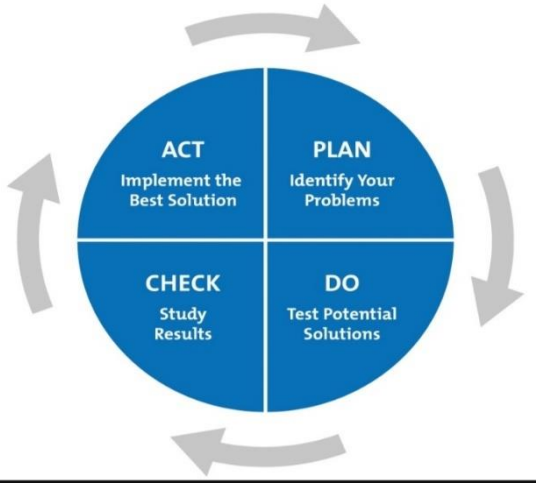
Note: Source: compiled by author, 2022.

4.5.3 Control Quality

The Quality control within the project focuses on the implementation of the project deliverables. Therefore, the project team will ensure all standards are met within each deliverable. The project manager will ensure that all the clients acceptance criteria are satisfied before final submission. Consequently, the acceptance of the final deliverable from the client would indicate that all requirements were met. In addition, the plan-do-check-act cycle in Figure 12, which is a model taken from Rose, K (2014) will be adopted to carry out the monitoring and quality assurance under this project. The plan-do-check-act is a cycle that repeats itself throughout the process for continuous improvement. The goal is for the expected result to meet the final product. Furthermore, Chart 18 below provides a quality report template that would be used for report quality management activities within the project.

Figure 12

Plan-Do-Check-Act Cycle



Note: Source: Rose. K, 2104. Permission not sought.

Chart 18

Quality Report Summary

Protocol:		Date of Report:	
Site Name:		Reporting Period:	

Category		Clarification	
Missing Documents	Issue	Internal stakeholders' correspondence was not stored in the file.	
	Corrective action	A page was added to the Essential Document file indicating that internal stakeholder's correspondence is archived daily by the project team members. This archived email is stored in a particular electronic location that is accessible by the project team members, manager, and sponsor.	
Stakeholders' Meetings Log	Issue	Not all stakeholders engaging in meeting activities have been noted in the stakeholder log	
	Corrective action	Stakeholders' log reconciled against current meetings to date. Re-reviewed and confirmed as correct.	
Relevant Stakeholders List	Issue	Relevant stakeholders list incomplete. Two most recently identified stakeholders not included.	
	Corrective action	Subjects added to list. Project team members reminded to update the list the same day as consent.	

4.6 Resource Management Plan

The Project Body of Knowledge Sixth Edition opines that project resource management is the process of identifying, acquiring, and managing the resources needed for project completion. Moreover, project resource management will ensure the appropriate resources will be available to both the project manager and project team in a timely manner throughout the project lifecycle. This process includes the following: plan resource management, estimate activity resource, acquire resource, develop team, manage team, and control resource (PMI, 2017, P. 307).

The Formulation of the Strategic Plan for the Youth Department project requires human and physical resource management. Hence, the project manager has a consultant and a project team from the Youth Department to aid with the execution of all activity within the project. In addition, the consultant will be acquired from outside of the organization to aid with the successful completion of the project. For the successful implementation of the project, all team members must clearly understand their roles. Hence Chart 19 depicts team members' roles below.

Chart 19

Resource Management Roles and Responsibilities

Role	Responsibilities
Project Sponsor	▪ Approves and accepts resource management plan ▪ Ensures the availability of resources to the project manager ▪ Provides support in the development of the resource management plan
Project Manager	▪ Supervisor the project team usage of resources for the project ▪ Provides periodical reports to project sponsor ▪ Provides oversight in the development of the resource management plan ▪ Communicate the plan to all stakeholders

	▪ Prepare the terms of reference (ToR) for recruitment of consultant
Project Team	▪ Complete project deliverables ▪ Aid project manager in the effective utilization of project resources ▪ Identify resource needed to complete project deliverables

Note: Source: compiled by author, 2022.

Chart 20

RACI Chart of Responsibility

WBS Code	Element Name	Role		
		Project Sponsor	Project Manager	Project Team
1	Project Management	I, C	A	R
1.1	Project Charter	I, C	A	R
1.2	Scope Management	I, C	A	R
1.3	Schedule Management	I, C	A	R
1.4	Cost Management	I, C	A	R
1.5	Quality Management	I, C	A	R
1.6	Resource Management	I, C	A	R
1.7	Communication Management	I, C	A	R
1.8	Risk Management	I, C		R

WBS Code	Element Name	Role		
		Project Sponsor	Project Manager	Project Team
			A	
1.9	Procurement Management	I, C	A	R
1.10	Stakeholder Management	I, C	A	R
1.11	Sustainable Management	I, C	A	R
2	Mission, vision, & institutional capacity	I, C	A	R
2.1	Workplan	I, C	A	
2.2	Meeting	I, C	A	R
2.3	Review Information	I, C	A	R
2.4	Data Presentation	I, C	A	R
3	Situational analysis & stakeholders' perspectives	I, C	A	R
3.1	Workplan	I, C	A	R
3.2	Interviews	I, C	A	R
3.3	Focus group meetings	I, C	A	R
3.4	Data assessment	I, C	A	R

WBS Code	Element Name	Role		
		Project Sponsor	Project Manager	Project Team
4	Strategic goals and objectives	I, C	A	R
4.1	Workplan	I, C	A	R
4.2	Meetings	I, C	A	R
4.3	Data formulation	I, C	A	R
5	Financial and administrative system	I, C	A	R
5.1	Data Analysis	I, C	A	R
5.2	Presentation of data	I, C	A	R

Note: Source: compiled by author, 2022.

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

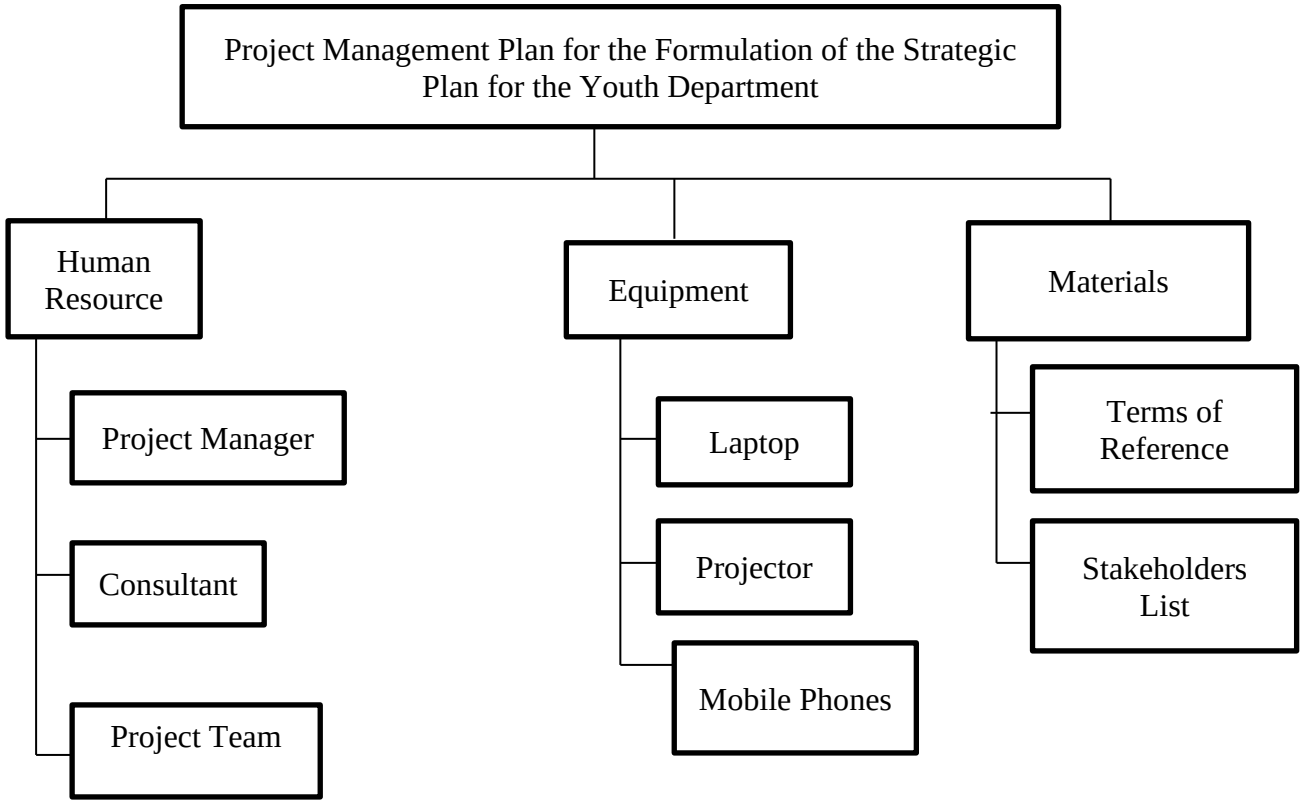
The RACI chart above shows the relationship between project tasks and team members. In addition, the flow of authority within the project is also highlighted in the chart. The project team was pre- assign by the sponsor as it is a normal practice within government projects.

4.6.1 Estimate Resource

Estimate activity resource involves estimating team resources as well as quantities of materials, equipment and suppliers needed to execute works within the project. Hence, during the project proposal phase it was estimated that additional human resources were required. During that process it was estimated the Department has staff members capable of executing the project processes. Moreover, the stakeholders of the project indicated that a consultant would be needed to provide the necessary technical know-how for the project. Through the estimate resource activity, the resource breakdown structure was developed for the project as depicted below.

Figure 13

Resource Breakdown Structure for the Formulation of the Strategic Plan of the Youth Department



4.6.2 Acquiring Team

Most of the human resources needed for the execution of the project are employed with the Youth Department. However, the personal consultant post would require some special skills. As a result, the terms of reference would be prepared and advertised followed by interviews to select the best candidate for the post. One technique used to acquire the right team for the project was negotiation. The project manager, with the aid of the project consultant, needed to negotiate with top management of the Youth Department to allow two key staff members to be part of the project team. Moreover, the technique of pre-assignment was used to acquire the project consultant as well as the Youth Department's equipment such as computers and projector which was assigned to the project. Consequently, the use of negotiation and pre-assignment were pivotal in acquiring the right skills for the project. Top managers knew in advance the skills needed for the team to be productive. Hence pre-assignment and negotiation save the project time and resources in acquiring the appropriate team members.

4.6.3 Develop Team and Manage Team

A Guide to the Project Body of Knowledge Sixth Edition (2017), indicates that the outcome in team development is for improving competencies, team member interaction and overall team environment for project success. Hence, the project team would use meetings and team building activities to enhance interactions between team members and to develop a solid team. In addition, the 'Manage team' process includes tracking team members' performance, proving feedback, and resolving issues. Within the project, the team would have to provide monthly and sometimes daily updates on the status of each project deliverable. Moreover, the team got informal training through the process of coaching from the project manager and project consultant. In addition, both the project manager and consultant would mentor the project team members to ensure that the right skill is being developed and used within the project. Additionally, the project manager is utilizing leadership skills which is a useful tool for all project team members to perform to their optimum (PMI, 2021, Chapter 2.2.4). The team is being assessed bi-weekly using a performance appraisal to ensure that the team members understand their strengths

and weaknesses, which can build a productive team within the project. Chart 21 below depicts the information used for performance appraisal.

Chart 21

Performance Appraisal Summary

RATING	DESCRIPTION
5 points	EXCEEDED Expectations (above 100%)
4 points	MET Expectations (100%)
3 points	MET Most Expectations (75%-99%)
2 points	MET Some Expectations (50%-74%)
1 point	DID NOT Meet Expectations (less than 50%)

Tick or shade the applicable box

FACTOR/COMPETENCE		5	4	3	2	1
1	TECHNICAL COMPETENCE Applies and demonstrates in-depth and current knowledge and technical expertise relevant to the job.					
2	QUALITY OF WORK Demonstrates accuracy, thoroughness, attention to detail, neatness and effectiveness of work.					
3	RESPONSIBILITY Accepts the responsibility and authority of the post; takes action and makes decisions on matters associated with the post; accounts for own decisions and actions, and willingly accepts additional duties, when necessary.					
4	CUSTOMER FOCUS Effectively relates to internal and/or external customers, is respectful, fair, courteous, and mindful of their needs and expectations.					
5	INITIATIVE Exercises self-reliance, creativity, and ingenuity in effectively fulfilling the duties of the post.					
6	JUDGMENT / DECISION-MAKING					

	Analyzes information, factors and alternatives to situations and problems; arrives at logical conclusions and implements appropriate solutions.					
7	INTERPERSONAL SKILLS Works collaboratively, interacts positively, and communicates effectively with others.					
8	DEPENDABILITY Effectively manages time and completes all assigned tasks on time, is punctual and present for work, meetings, and appointments.					
9	PEOPLE MANAGEMENT / LEADERSHIP SKILLS (Applicable to Managers/Supervisors) Motivates, guides and coaches' staff, inspires excellence and encourages professional growth; demonstrates emotional intelligence.					
	TOTAL					

EMPLOYEE LEARNING AND DEVELOPMENT

a.	Summarize the Employee's major strengths in relation to the key aspects of the job:
b.	Summarise the Employee's limitations/challenges in relation to the key aspects of the job:
c.	Provide Details of any improvement in performance over last period:
d.	Describe additional factors that favourably or adversely influenced the employee's performance:

COMPUTATION OF OVERALL SCORE	Overall Score = $\frac{43}{45} \times 100$	

FOR FACTORS/ COMPETENCIES		

Note: Ministry of Youth and Sports Assessment Form, 2022. Permission not sought.

4.7. Communication Management Plan

4.7.1 Project Stakeholders

The project stakeholders are:

i. Sponsor
ii. Project Manager
iii. Consultant
iv. Project Team Members
v. National Organizations

The internal stakeholders are sponsor, project manager, and project team members whereas the external stakeholders are the consultant and national organizations. Therefore, the project communication management plan focuses on the information needs of the various stakeholders. The project manager would spend most of his time communicating with stakeholders both internal and external hence the communication plan needs to be effective to bridge the diverse stakeholders with various needs and background. The communication plan will be used to develop relationships that foster project success. Moreover, the plan will aid with developing the right strategies to communicate with each stakeholder based on their needs. Through this plan, the appropriate message would be communicated to the stakeholders through the right channel and format in a timely manner.

4.7.2 Communication Model and Methods

Within the project, an interactive communication model is used where stakeholders must acknowledge and provide appropriate feedback to confirm communication is successful. Moreover, to meet each stakeholder’s communication needs a combination of interactive, push as well as pull communication is used to interact with stakeholders.

Chart 22

Communication Methods and Artifacts

Type of Communication	**Methods & Artifacts**
Interactive	Meetings Presentations Focus Group Phone Conversation WhatsApp Messages
Push	Letters to organizations Email Memos Final Deliverables
Pull	Database of organization

Note: source compiled by author, 2022.

4.7.3 Communication Requirements

Chart 23 below provides the communication requirements for each of the stakeholders based on the methods shown in Chart 22 above.

Chart 23

Communication Requirements between Stakeholders

Senders	*Receivers*				
	Sponsor	Project Manager	Consultant	Project Team	National Organizations
Sponsor		A, D, E, G, H	A, B, D, G,	A, G, H	A, B, F, G
Project Manager	A, B, G, E, I		A, B, D, E, G	A, B, E, G, H	A, B, C, F, G
Consultant	A, B, G	A, B, D, E, G		A, B, G	A, B, F, G, J

Project Team	A, G	A, G	A, G		A, G, J
National Organizations	A, G	A, G	A, G	A, G	

Note: Source compiled by author, 2022**.**

4.7.4 Communication Matrix

The communication matrix guides the process of communication among stakeholders with regards to expected frequency and mode of distribution of required information. Chart 24 below depicts the project communication Matrix.

Chart 24

Communication Matrix

Communication Type	Audience	Description/purpose	Frequency	Sender	Mode
Kickoff Meeting	Project Team Project Sponsor Consultant Stakeholders	Introduce and review goals and objectives of the project	Once	Project Manager	A, B
Project Team Meeting	Project Team	Review and provide feedback on status of the project	Weekly	Project Manager	A, B, G
Technical Meeting	Consultant Project Manager Project Team	Discuss and review data problem and solutions	AS needed	Consultant	A, B
Stakeholders Engagement	Stakeholders Project Team	Provide information and solicit feedback about project	As needed	Project Manager	A, B, C, G
Risk Review Update	Consultant Project Team	Discuss various risk response in the project	Weekly	Project Manager	A, B, G

	Project Manager				
Budget Update	Consultant Project Manager Project Sponsor	Provide details on usage of project finance	Fortnightly	Project Sponsor	A, G
Overall Project Status Report	Project Sponsor	Update sponsor on project progress on all level	Monthly	Project Manager	A, B, G
Personal Communication	Project Sponsor	Progress updates	Weekly or as needed	Project Manager	A, B
	Consultant	Regular communication to ensure project deliverables are on track	As needed	Project Manager	A, D, G
	Project Team	Provide guidance on completion of deliverables	As needed	Project manager	A, D
Reports	Sponsor Project manager	Status reports on project including progress, cost, and problems	Weekly	Consultant	A, B
Presentation	Sponsor Project manager National Organizations	Communication on finding on various reviews	As needed	Consultant	A, B

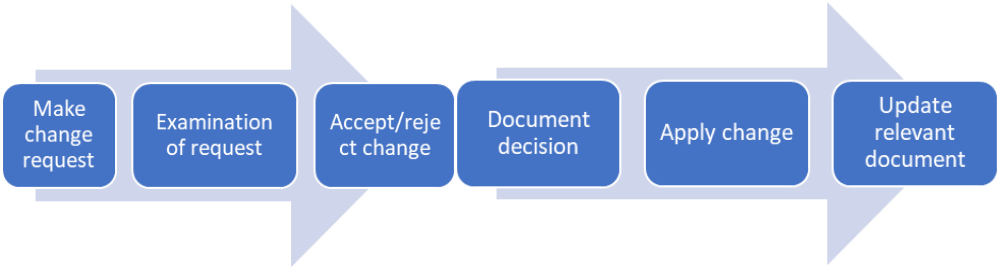
Note: Source: compiled by author, 2022.

4.7.5 Change Process

If someone proposes a change, they must follow the change request process where the project manager would be examining the change request thereafter accept or deny the change. However, if the change is accepted then it would be applied, and the communication plan then updated.

Figure 14

Change Management Process



Note: Source: compiled by author, 2022.

4.8 Risk Management Plan

Risk management will be a continuous process throughout the lifecycle of the project where risk would be identified and monitored. The Project Risk Management processes are plan risk management, identify risks, perform qualitative risk analysis, plan quantitative risk analysis, plan risk responses, implement risk responses and monitor risks. The overall benefit of the risk plan is to increase the probability/impact of positive risk and at the same time decrease the probability/impact of negative risk on project success. (PMI, 2017, p. 395). Within the project, for each of the deliverables, risk will be assessed, and a plan will be developed to mitigate or address the various risks. The inputs in the development of the Risk Management Plan are Project Charter and Stakeholders Register. In addition, data analysis, meetings, and expert judgement were the tools and techniques used within the process. Hence, it is the responsibility of the project manager for the overall risk management process while the project team members provide support in reporting risk triggers. The aim is to minimize or mitigate the risk and its potential impact on the success of the project. Unmanaged risks have the potential to cause the project to diverge from its original plan, which can fail to meet project objectives. Therefore, the project team will meet weekly to discuss and provide updates on risk exposure

within the project. Chart 25 depicts the role and responsibilities within the risk management plan.

Chart 25

Risk Management Roles and Responsibilities

Role	Responsibility
Project Sponsor	▪ Approve risk mitigation activities as needed ▪ Participate in risk assessment meetings ▪ Provide resource for risk mitigation ▪ Approve risk management plan ▪ Reviews reports on risk management
Project Manager	▪ Communicate risk events to sponsor ▪ Head the overall risk management process ▪ Maintain and update risk register ▪ Plan risk assessment meetings ▪ Approves or denies risk management change requests.
Consultant	▪ Participate in risk assessment meetings ▪ Report risk event to project manager ▪ Assist project manager with risk planning
Project Team Members	▪ Participate in risk assessment meetings ▪ Report risk event to project manager
National Organizations	▪ Participate in risk assessment meetings ▪ Report risk event to project manager

4.8.1 Identify Risk

Risks within the project were identified at the development of the project charter and are always updated throughout the project lifecycle. The process would be an

iterative process because project risks can arise as the project progresses through its lifecycle. Therefore, within this project the project manager, through meetings and reports, does the assessment of risk within the project. A Risk Breakdown Structure would be used to identify and record the various risk categories in the project. Moreover, the risks are categorized into types such as external, technical, and management within this project. Chart 26 below depicts the information.

Chart 26

Risk Breakdown Structure

RBS Level 0	RBS Level 1	RBS Level 2	RBS Level 3
Project Risk	1.0 External Risk	1.1 Environmental	1.1.1 Poor weather condition
			1.1.2 Facilities unavailable
		1.2 Social	1.2.1 Low turnout of Stakeholders
	2.0 Technical Risk	2.1 Technology	2.1.1 Poor internet connection
		2.2 Requirements	2.2.1 Scope definition
	3.0 Management Risk	3.1 Project Management	3.1.1 Poor planning
			3.1.2 Unavailable resources
		3.2 Organization	3.2.1 Lack of funding
			3.2.2 Poor communication among team

Note: Source: compiled by author, 2022.

4.8.2 Qualitative Risk Analysis

The risk of the project will be examined using qualitative analysis where the probability and impact matrix tool will be used. Within the project, the probability of each risk occurrence and its possible impact will be measured on the project objectives. Hence, within that process the probability scale, impact scale, and

probability as well as impact results would be developed and used to understand risk exposure within the project. Charts 27, 28 and 29 illustrate the information.

Chart 27

Probability Scale

Scale	Very low	Low	Medium	High	Very High
Probability	0.10	0.30	0.50	0.70	0.90
Description	Very little chance of happening	Unlikely to happen	May happen	Likely to happen	Very likely to happen

Note: Source: compiled by author, 2022**.**

Chart 28

Impact Scale

Scale	Very low	Low	Medium	High	Very High
Impact	0.10	0.30	0.50	0.70	0.90
Schedule	1 to 4 days	4 to 8 days	8 to 18 days	19 to 28 days	More than 28 days
Scope	Unnoticeable scope change	Minor scope affected	Critical area affected	Unacceptable change within scope	Overall change in objectives
Cost	Minimal cost increase	Less than 10% increase	11 to 20% increase	21 to 28% increase	More than 28% increase

Note: Source: compiled by author, 2022.

Chart 29

Probability and Impact Results

Risk	Score
Low	Less than 0.05
Medium	0.05 – 0.20
High	Greater than 0.20

	Scale	Threats / Opportunity					
Probability	Very High	0.9	0.09	0.27	0.45	0.63	0.81
	High	0.7	0.07	0.21	0.35	0.49	0.63
	Medium	0.5	0.05	0.15	0.25	0.35	0.45
	Low	0.3	0.03	0.9	0.15	0.21	0.27
	Very low	0.1	0.01	0.3	0.5	0.7	0.9
			0.1	0.3	0.5	0.7	0.9
			Very low	Low	Medium	High	Very High

Note: Source: compiled by author, 2022.

4.8.3 Risk Register

The risk register is developed from the risk breakdown structure where most of the project risks and opportunities were encapsulated. Within the risks register, project risks are documented and updated throughout the project lifecycle. The project manager would use the risk register to track the status of risks and opportunities within the project. In addition, the PxI (Probability x impact) would be used to measure the risk or opportunity threshold that are within the project. This would aid the project manager in providing the appropriate risk response strategy to the deliverables within the project.

Chart 30

Risks Register

RBS	Cause	Risk	Consequence	Opportunity / Threat	Probability	Impact	PxI
1.1.1	Weather condition	Heavy rain that floods the area	Stakeholders would not attend the meetings	Threat	0.50	0.30	0.15
1.1.2	Unavailable facilities	The venue is over booked	Not getting a suitable venue to host meetings	Threat	0.10	0.30	0.03
1.2.1	Stakeholders	Lack of interest from participants	Very low turnout for meetings	Threat	0.50	0.70	0.35
2.1.1	Internet connection	Venue has poor connection	Presentation will be hampered	Threat	0.30	0.50	0.15
2.2.1	Scope	Poor operation and project management	Scope creep	Threat	0.10	0.90	0.09
3.3.1	Planning	Lack adequate planning time	The project deliverables will be rush in	Threat	0.30	0.90	0.27

RBS	Cause	Risk	Consequence	Opportunity / Threat	Probability	Impact	PxI
			execution to meet deadlines				
3.1.2	Unavailable Resources	Resources delay	Schedule will be affected meeting milestones	Threat	0.10	0.70	0.07
3.2.1	Funding	Poor financial management	Project having cost overruns	Threat	0.30	0.70	0.21
3.2.2	Communication	Poor team communication due to the work culture	Ineffective communication among the team about the project deliverables	Threat	0.30	0.70	0.21

4.8.4 Plan Risk Response

Risk responses were planned for each risk to mitigate the threat to the project objectives. The inputs for this process were Risk Management Plan and Risk Register. The project manager along with the project team would identify and assist with risk responses. In addition, the tools and techniques used within this process are expert judgment and strategies for both threats and opportunities. Hence, the project manager and project team used strategies such as avoidance, transferring, mitigation and acceptance as ways to respond to various risks. Therefore, providing the effective and appropriate risk response will minimize threats while maximizing opportunities which will reduce overall project risk exposure. Moreover, the project team will ensure a smooth project progression when a risk occurs. Hence, that risk response will be precise, cost – effective, and viable. In addition, the planned risk response should be within budget and do not exceed the cost baseline. The project team would ensure contingency plans are in place to avoid schedule delays. Whereas contingency funds would be used to address unforeseen risk that causes project costs to increase. Charts 31 and 32 below depict the risk response strategies.

Chart 31

Risk Response Strategy

Risk Level	Strategy	Description
Low	Accept	Risk is moderate therefore team document the risk and execute deliverables as plan
Medium	Mitigate	Reduce risk as much as possible by taking the appropriate steps
High	Transfer	Risk is transfer to a third party to handle such risk if it's beyond the organization capacity to handle it.

Note: Source: compiled by author, 2022.

Chart 32

Risk Strategy

RBS	Cause	Risk	End Result	P	I	PXI	Trigger	Owner	Strategy	Cost
1.1.1	Weather condition during this period	Heavy rain that floods the area	Stakeholders would not attend the meetings	.5	.3	.15	Stormy weather	Project manger	Mitigate: Have a backup plan to host meeting virtually	In the event of serious weather condition, the meeting might not be do virtually which may cause delays at a cost of $300.00 to

RBS	Cause	Risk	End Result	P	I	PXI	Trigger	Owner	Strategy	Cost
										reschedule.
1.1.2	Unavailable facilities	Venue is over booked	Not having a suitable venue to host meetings	.1	.3	.03	Supplier securing venue to another client	Project manager	Accept: Have multiple dialogue and checkups with supplier to secure venue and to have a second option.	Having to choose another venue would cost the project and additional $400.00
1.2.1	Low interest in stakeholders	Lack of interest from participants	Low turnout for meetings	.5	.7	.35	Participation & feedback very low	Project Manager	Mitigate: Communicate using different medium with stakeholders	

RBS	Cause	Risk	End Result	P	I	PXI	Trigger	Owner	Strategy	Cost
									about how important their contribution is to the project	
2.1.1	Unstable internet connection	Venue has poor connection	Presentation will be hampered	.3	.5	.15	Not able to connect with stakeholders	Client	Mitigate: Ensure client contact service provider	Unstable internet connection would not cost the project
2.2.1	Scope definition	Poor operation & project management	Scope creep	.1	.9	.09	Schedule delays	Project consultant	Mitigate: Clear definition of project scope in the Charter and implementati	Scope creep will cost the entire project budget

RBS	Cause	Risk	End Result	P	I	PXI	Trigger	Owner	Strategy	Cost
									on of scope plan.	
3.3.1	Inadequate Planning	Lack of adequate planning time	Project deliverables will be rush in execution to meet deadlines	.3	.9	.27	Sourcing of documentation	Project manager	Mitigate: Implementation of project management plans.	Inadequate project planning will affect the overall delivery of the project outcomes cost the project more than budget
3.1.2	Unavailable resources	Delay of resources	Schedule will be affected meeting milestones	.1	.7	.07	Supplier proving more resources to other client	Project manager	Mitigate: Implement the robust procurement	Delay in resources will cost the project schedule

RBS	Cause	Risk	End Result	P	I	PXI	Trigger	Owner	Strategy	Cost
									management plan	delay at an additional cost of $300.00
3.2.1	Inadequate supply of funding	Poor financial management	Project having cost overruns	.3	.7	.21	Sponsor running out of capital	Sponsor	Mitigate. To put into place policies and procedures to guide the financial management within the project	Not have adequate funding would delay the project by 10%
3.2.2	Lack of communication amongst team	Poor team communication due to work culture	Ineffective communication among the team	.3	.7	.21	Team member doing their own thing	Project Manager Consultant	Mitigate: Implementation of the communicatio	Null

RBS	Cause	Risk	End Result	P	I	PXI	Trigger	Owner	Strategy	Cost
			about project deliverables						n plan and strategies	

Note: Source: compiled by author, 2022.

4.8.5 Risk Monitoring and Control

Throughout the lifecycle of the project, risk will be monitored and controlled. The project manager has the sole responsibility to ensure that any risk identified within the project is given the appropriate strategy to respond to the risk. The process will ensure that any decision on the project is based on current information about overall project risk exposure. Hence, weekly meetings as well as daily reports would be used to continually monitor and control risk within the project.

4.8.6 Risk Management Change Process

Changes to the Risk Management Plan must go through the change request process as previously stated before in the other management plans. Once a change is accepted the relevant document will be updated.

4.9 Procurement Management Plan

The Project Body of Knowledge Sixth Edition (2017) opines that project procurement management is the process to purchase or acquire products, or results needed from outside of the project team. Moreover, the process entails the development and administration of agreements like contracts, purchase orders etc. The procurement management process consists of planning, conduct, and control procurement management (PMI, 2017, P.459).

4.9.1 Plan Procurement

According to the Project Management Institute (2017), the benefit of the plan procurement process is to ascertain if goods and services are required outside of the project team as well as when and how to acquire them. The project procurement plan under this project will only include procurement done directly by the Youth Department. The procurement of a consultant and venue with catering services were the only two items needed for the project success outside of the project team. The consultant was hired through direct award based on the consultant expertise, area of specialization, experience, qualifications, and understanding of the organizational work culture. Moreover, a fixed price contract was issued to the consultant hence the consultant was involved in establishing the scope and objectives of the project. In addition, a Term of Reference (ToR) was developed outlining tasks, requirements,

and timeline the consultant required to fulfill his contract. Chart 33 below summarizes the Terms of Reference. Furthermore, the procurement of a vendor for a venue with catering service was done without the bidding process because of the limitations of the availability of vendors with the specific requirements needed. The vendor was requested to provide a quotation prior, followed by an invoice after usage of venue. Charts 34 and 35 provide a template of the information.

Chart 33

Summary Term of Reference

Duties and Responsibilities	▪ Preparing reports on findings, recommendations, and implementation plans ▪ Developing strategic plans for companies based on their current strengths and weaknesses ▪ Presenting findings to management in a clear and concise manner that can be understood by non-experts ▪ Organizing internal meetings with staff to discuss strategic planning initiatives and obtain feedback from employees ▪ Analyzing data to determine areas where improvements can be made to increase productivity and decrease costs ▪ Recommending organizational changes to improve efficiency and profitability ▪ Organizing stakeholders' meetings to discuss strategic planning initiative and obtain feedback
Duration	2 Months
Deliverables	The exercise will involve reviewing its mission and vision and institutional capacity, as well as undertaking situational analyses of its operations and stakeholder perspectives. It will also entail the identification of focus areas, and the development of strategic goals and objectives with certain

	expected outcomes as regards the successful functioning of the Ministry. The financial and administrative systems will be examined in relation to their applicability in providing the necessary support for the provision of the resource needs of the Department.

Note: Source: compiled by author, 2022.

Chart 34

Quotation Template

Leisure Inn
The Heart of the Caribbean

Date: July 8, 2022

Quotation

Leisure Inn
P O Box 289
New Development
Soufriere

Bill To:
Ministry of Youth
Development and Sports
Soufriere

Description of Goods/Services	Qty	Unit Price	Net Total
Use of Conference Room August 8, 2022	1	500.00	500.00
Provision of catering services	50	30.00	1500.00
Total			EC2000.00

Note: Source: compiled by author, 2022.

Chart 35

Invoice Template

Leisure Inn

Date: July 8, 2022

Invoice: Lei306

Leisure Inn
P O Box 289
New Development
Soufriere

Bill To:
Ministry of Youth
Development and Sports
Soufriere

Description of Goods/Services	Qty	Unit Price	Net Total
Use of Conference Room and Catering Services July 8, 2022		2000.00	2000.00
Total			EC2000.00

Note: Source: compiled by author, 2022.

4.9.2 Procurement Risk

Procurement activities usually have risk involved and so all risk is managed at the level of the project risk management plan. However, the procurement risk was highlighted in chart 26 above.

4.9.3 Cost Determination

Under this project, a fixed price contract will be used for the procurement processes. Moreover, the vendor will issue a quotation for the venue inclusive of the requirements needed for the success of the project. These requirements are internet connection, catering services, chairs and tables and accommodation for fifty plus persons. All rates will consider the current market value for services.

4.9.4 Vendor and Service Provider Management

The project manager will conduct a meeting with vendor and service providers to ensure that all requirements are understood in the delivery of the various deliverables. Moreover, the project manager would do site visits and follow – up

meetings to ascertain that the vendor or service provider is meeting the stated requirements.

4.9.5 Procurement Management Change Process

Changes to the procurement management plan must follow the change request process. where the project manager would be examining the change request thereafter accept or deny the change. However, if the change is accepted then it would be applied. Acceptance of any changes within the process will yield to the update of the procurement management plan.

4.10 Stakeholder Management Plan

The Project Body of Knowledge Sixth Edition (2017) opines that project stakeholder management includes the process required to identify the people, group, or organization that could impact or be impacted by the project either negatively or positively. Additionally, it entails developing appropriate management strategies for effectively engaging stakeholders in project decisions and execution. Moreover, project stakeholder management involves the process of identifying stakeholders, planning stakeholder engagement, managing stakeholder engagement, and monitoring stakeholder engagement. All these processes will aid the project team to analyze and manage stakeholder expectations, prepare strategies for stakeholder engagement, and assess as well as manage the impact and influence of stakeholders on project success. Under this project, there are both internal and external stakeholders who are essential to project success. These stakeholders are identified at the start of the project and are a part of all the various management plans. Therefore, within this project the stakeholder management plan will ensure the proper identification, categorization, and participation of all relevant stakeholders in the project activities and decision making throughout the project lifecycle. Tools such as meetings and expert judgement aided with the stakeholder management plan. Consequently, a sound stakeholder management plan will enable the realization of project objectives. In addition, the plan will gather full support from stakeholders which can lead in mitigating resistance and conflict within the project.

4.10.1 Identifying Stakeholders

Identifying stakeholders involves the process of identifying, analyzing, and documenting relevant information regarding the stakeholder interests, involvement, interdependencies, influence, and potential impact on project success. The key benefit within this process is that it enables the project team to identify the appropriate focus for engagement of each stakeholder as well as stakeholders' group (PMI, 2017, P.507). Under this project, the process endeavors to ascertain all the people who may be affected either negatively or positively by the project. All these stakeholders are fundamental in contributing to the project success. Through a series of meetings between the project sponsor, consultant, project manager, and project team members, all stakeholders of the project were identified. In addition, to aid with identifying stakeholders a stakeholder analysis was done where their interests, involvement, interdependencies, influence, and impact on the project were gathered, documented, and analyzed. After the stakeholders were identified, a stakeholder register was created. Chart 36 depicts this information below.

Chart 36

Stakeholder Register

ID	Stakeholders	Functional Area	Role/Responsibilities	Main Expectations	Major Requirements	Influence	Impact	Comments
1	Project Sponsor	Sponsorship	Provide support and funding	Project complete on time and within budget	No cost overruns	High	High	
2	Project Manager	Project Management	Provide oversight of the project and its management processes	Project complete on time and within budget	Project successful completed meeting client's expectations	High	High	
3	Project Consultant	Project Expert	Provide technical support for the project	Project have adequate resources to be completed	Project successful completed meeting client's expectations	High	High	

ID	Stakeholders	Functional Area	Role/Responsibilities	Main Expectations	Major Requirements	Influence	Impact	Comments
4	Project Team Member	Project Support	Provide support to the project manager and consultant for project implementation	Constant flow of project information	Project successful completed meeting client's expectations	High	Medium	
5	National Organization	End Users	Attend all project events and give feedback	Clear, timely information and feedback	To keep updated on project information	Low	Medium	
6	Department Staff	End Users	Attend all project events and give feedback	Clear, timely information and feedback	To keep updated on project information	Low	Medium	

Note: Source: compiled by author, 202

4.11.2 Stakeholder Analysis

Stakeholder analysis is a method of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be considered throughout the project (PMI, 2021, Chapter 2.1). Stakeholder analysis was done where the stakeholders' interests, involvement, interdependencies, influence, and impact on the project were gathered, documented, and analyzed. Through the analysis of stakeholders, a power - interest matrix was created to reflect the stakeholders' grouping according to each power and interest within the project depicted in Chart 36. Moreover, an analysis of stakeholders is essential to engender a successful stakeholder engagement throughout the project lifecycle. Furthermore, Figure 15 below depicts the stakeholder power/interest matrix within the project. The matrix will be utilized by the project team as a graphical analytical tool to conduct further analysis of the stakeholders involved in the project based on their level of power or interest. The analysis of the stakeholders within the stakeholder's register is essential towards the success of the project. This process will aid in the forging of relationships with all stakeholders based on their influence, impact, power, and interest in the project. In addition, engagement strategy will be developed in relation to each stakeholder. The Project manager within this project will have the resposibility to continue updating the stakeholder register as necessary throughout the lifecycle of the Project. All updates will be communicated to the stakeholders as required by the plan engagement strategy.

Chart 37

Power Interest Matrix

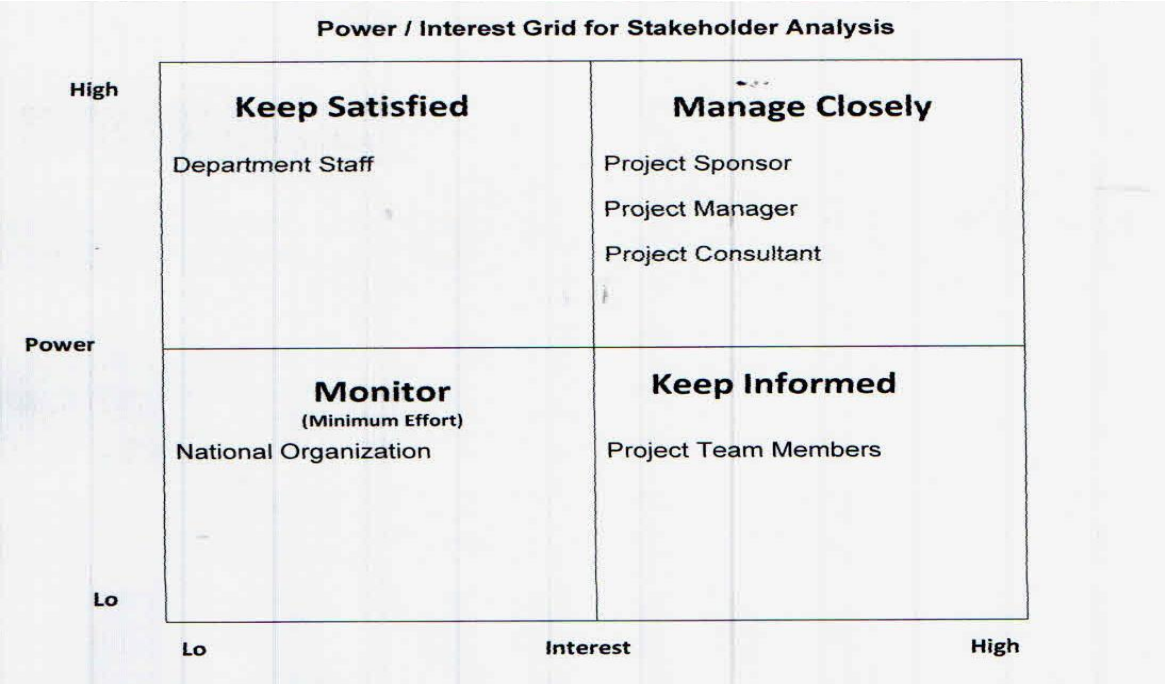
ID	Stakeholders	Classification	
		Power (low/high)	Interest (low/high)
1	Project Sponsor	High	High
2	Project Manager	High	High
3	Project Consultant	High	High
4	Project Team Member	Low	High
5	National Organization	Low	Low

ID	Stakeholders	Classification	
		Power (low/high)	Interest (low/high)
6	Department Staff	High	Low

Note: Source: compiled by author, 2022.

Figure 15

Power/Interest Grid for Stakeholder Analysis



Note: Source: compiled by author, 2022.

4.10.3 Plan Stakeholder Management

The Project Body of Knowledge Sixth Edition (2017) states that Plan Stakeholder Management is the process of developing appropriate management strategies to effectively engage stakeholders throughout the life cycle of the project based on an analysis of their needs, expectations, interests, and potential impact on project success. The key benefit of this process involves providing a clear actionable plan which will aid with interacting effectively with project stakeholders (PMI, 2017, P. 516). The Plan Stakeholder Management approach within this project is to utilize the information ascertained in the stakeholder register to proactively communicate and engage all stakeholders as the project progresses. Expert Judgement was the tool used to ascertain the level of engagement that would be required for each

stakeholder at various stages of the project. Therefore, to ensure that the appropriate level of engagement is achieved within this project, the project manager will use the PMBOK Stakeholder Engagement Assessment Matrix. The Project Body of Knowledge Sixth Edition classification of stakeholder engagement level are as follows:

- Unaware – unaware of project and potential impacts
- Resistant – aware of project and potential impacts and resistant to change
- Neutral – aware of project yet neither supportive nor resistant
- Supportive – aware of project and potential impacts and supportive to change
- Leading - aware of project and potential impacts and actively engaged in ensuring the project is a success

Chart 38

Stakeholder Engagement Assessment Matrix

Stakeholder	Engagement Assessment C = Current engagement level D = Desired engagement level				
	Unaware	Resistant	Neutral	Supportive	Leading
Project sponsor					CD
Project manager					CD
Project consultant					CD
National organization				C	
Department staff				C	

Note: Source: compiled by author, 2022.

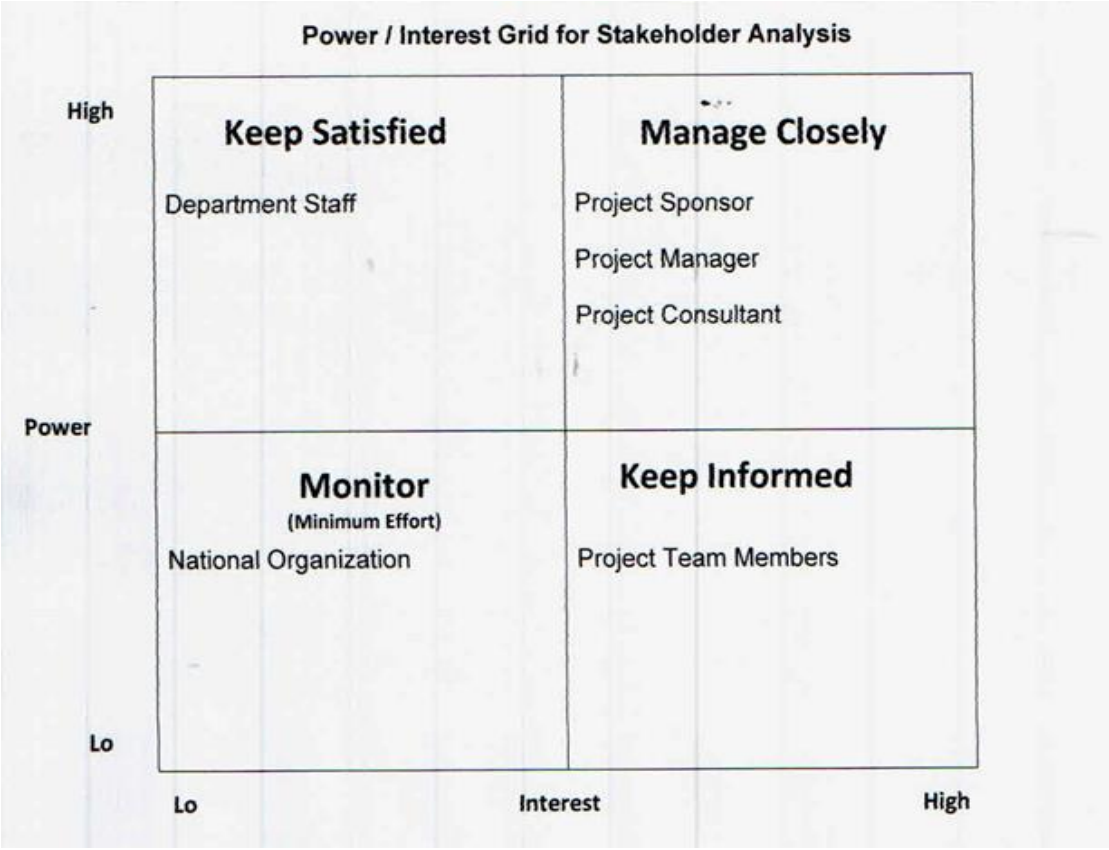
4.10. 4 Manage Stakeholder Engagement

Manage Stakeholder Engagement is the process of communicating and working with stakeholders to meet the needs and expectations, address issues, and foster appropriate stakeholder involvement in project activities throughout the duration of the project. The key benefit of the process is that it allows the project manager to increase support and minimize resistance from stakeholders (PMI, 2017, P.523). To

effectively manage stakeholder engagement within this project, the Communication Management Plan and strategies identified previously will be used to communicate the relevant information to key stakeholders in a proactive manner. This process will aid with the probability of project success which encapsulates stakeholders clear understanding of project goals, objectives, and risks. The various tools employed by the project manager within this process were communication methods, interpersonal as well as management skills. The overall aim is to maintain and increase stakeholders' interest in the project. Figure 16 summarizes the management strategy for each of the stakeholders based on their power and interest. Moreover, it illustrates the various levels of management strategy such as keep satisfied, manage closely, keep informed, and monitor.

Figure 16

Stakeholder Management Strategy



4.10.5 Stakeholder Management Change Process

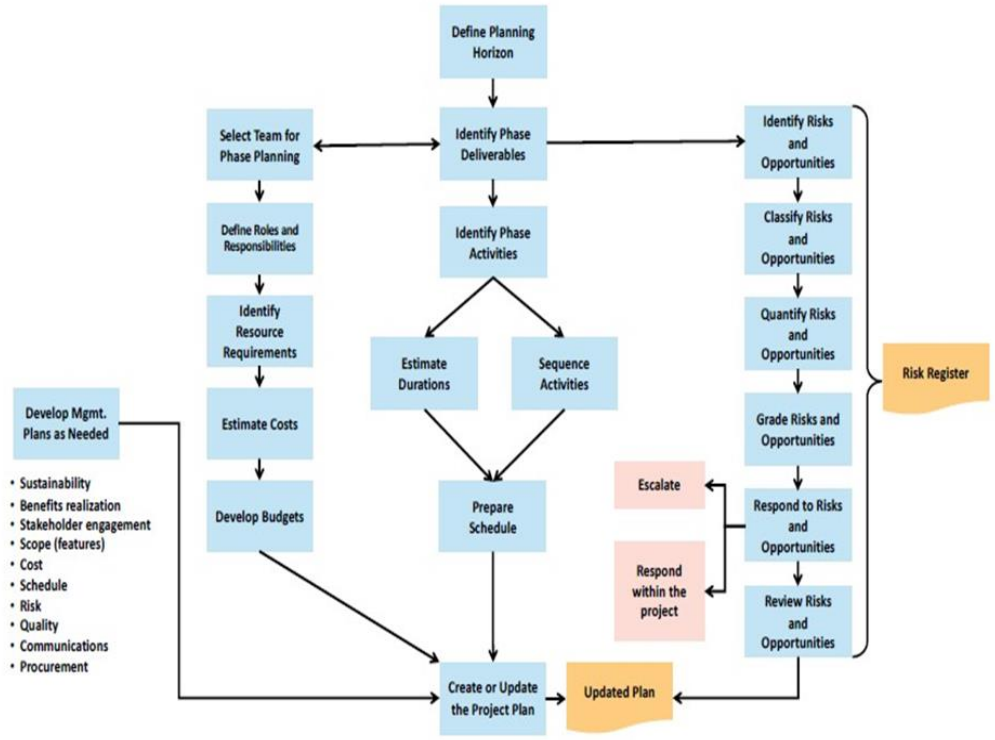
Any changes to the stakeholder management plan must adhere to the required change management process. Hence, denial of any request will be communicated to the relevant team member. However, acceptance of any changes within the process will be implemented and yield to the update of the stakeholder management plan.

4.11 Sustainable Management Plan

Project sustainability must involve the requirements and constraints which include mitigation of negative environmental, social, and economic impacts while at the same time attaining benefit outlined in the business case (Global Impact, 2018,). Sustainability will be integrated in the overall project management plans within this project using the PRiSM Project Management Methodology depicted in figure 17 below. Within this project, the realization of the sustainable management plan would be managed and govern throughout the lifecycle of the project. The P5 standard tool of people, planet, prosperity, process, and product will be used to measure project sustainability. The project manager would use the P5 standard tool to deliver a sustainable project in a sustainable way. In addition, meetings will be used as a tool to ensure that the project team is implementing the necessary sustainable ideas into the various project phases. The implementation of sustainability with the project is the role and responsibility of each team member to realize the benefit of the sustainable management plan (SMP). Chart 37 depicts the roles and responsibilities within the SMP.

Figure 17

Flowchart of Project Management Activities in PRiSM



Note: Flowchart of Project Management Activities in PRiSM by GPM Global, 2019. P5TM Standard for Sustainability in project management. Retrieved from https://campusuci2.com/. Permission not sought.

Chart 39

Role and Responsibilities of Project Team Sustainability Engagement

Role	Responsibilities
Project sponsor	▪ Establish culture and champion sustainability with the project leadership team ▪ Ensure management systems are in place to integrate sustainability across project functions. ▪ Ensure that sustainability is considered in decision making processes

Role	Responsibilities
Project manager	▪ Incorporate the resources and time required to execute the Sustainability Management Plan in the project budget and schedule. ▪ Develop, distribute, and implement this Sustainability Management Plan. ▪ Develop and update the P5 Impact Analysis (P5IA) with the support of the Project Team and include it in the project plan. ▪ Coordinate with the Response Owners to implement responses identified in the P5IA. ▪ Update the lessons learned database at the end of each project phase.
Project consultant	▪ Engage with the project Manager to embed sustainability requirements in design plans and project specifications. ▪ Ensure sustainability requirements are communicated to project team members and stakeholders. ▪ Integrate Rating Tool requirements into design management processes and provide supporting evidence as required to support rating certification.
Project team members	▪ Support the delivery of Project sustainability objectives and targets ▪ Integrate consideration of environmental, social, and economic impacts into decision making ▪ Generate and support the implementation of sustainability initiative

Note: Source: compiled by author, 2022.

4.11.1 Key Performance Indicates for the Sustainable Management Plan

Sustainable KPIs within the project would ensure a sustainable project. Below, Chart 38 provides the sustainable KPIs within the project.

Chart 40

Sustainable KPIs

P5 Domain	Category	Key Performance Indicator	Metric
Product	Lifespan of product	Expected useful life	5 years
	Servicing of product	# of stakeholders involve in shaping the strategic plan	50% of identified stakeholders
Process	Effectiveness of project processes	# of department staff participating in the process of shaping the strategic plan	70% of staff members
	Efficiency of project processes	# of schedule of meetings	0 processes
	Fairness of project processes	# of interviews with key stakeholders of the processes	3 interviews
People	Labor practices and decent work	Skilled training for project team	1 training session
	Society and customers	# of presentation to stakeholders on project compliance	2 presentations
	Human rights	Fair hiring	2 female formed part of project team
	Ethical behavior	% of suppliers not getting paid on time	0
Planet	Transport	% of project staff occupying	30%

P5 Domain	Category	Key Performance Indicator	Metric
		the main office space to reduce time and cost related to commuting	
	Energy	% of suppliers and materials use that are energy efficient	90%
	Land, Air, and Water	Upkeeping of law and regulation	all
	Consumption	% of recycling and reuse of materials in the project	60%
Prosperity	Business case analysis		
	Business agility		
	Economic stimulation	% of local suppliers use in the project	100%

Note: Source: compiled by author, 2022.

4.11.2 Review and Reporting

The project reporting will be used to monitor the project's progress towards delivering expected results, promised benefits, and sustainability. In addition, meetings will be used to discuss and make relevant decisions on project sustainability. Hence, within this project the P5IA would be used to provide an overview of the sustainability impact of the project. Overall, the project is doing very well with regards to project sustainability management within the various P5 categories. The area in green indicates where the project is improving in project sustainability after the proposed response it implements to mitigate the potential impact. Whereas the red area depicts a reduction in project sustainability. Therefore, the project manager will need to pay close attention to the red area and find better response strategies to improve the project sustainability within that sphere. Chart 39 below provides the P5 impact analysis of the project.

Chart 41

P5 Impact Analysis

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
2.1	**Product Impacts**								
		2.1.1	Lifespan of the product	Given that the lifespan of the product is designed for five years, the change might	The benefit to the organization will not be realized based on the investment put in the product.	4	Effective monitoring and evaluation to ensure that the	5	1

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
				not be implemented within the five years.			change took effect.		
		2.1.2	Servicing of product	The product is design as a one-off document created.	Stakeholders will not get a fair share to update the document with new changes.	4	Create a mechanism where changes can be added to	3	-1

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
							the document to keep up with the times.		
2.2	**Process (Project Management) Impacts**								
		2.2.1	Effectiveness of project processes	Project process used	The generic process does not meet the need of the	1	The project process will	5	4

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
				within the process is generic.	Department hence the effectiveness of the project process is hindered.		match the need of the Department through its business case		
		2.2.2	Efficiency of project processes	The only way to capture data within the project is	The project might miss out on other data from key stakeholders.	3	The project consultant would need to make the	5	2

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
				through meetings.			meetings effective to gather the relevant data.		
		2.2.3	Fairness of project processes	Stakeholders will not feel that the information they are	Stakeholders will not be willing to participate throughout the product process	3	Create a communication strategy to increase stakeholder	5	2

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
				proving will be inputs into the product			s' participation.		
					Product and Process Average	**3.0**		**4.6**	**1.6**
3	**People (Social) Impacts**								
	3.1	**Labor Practices and Decent Work**							

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		3.1.1	Employment and staffing	Limited human capacity within the Department with knowledge of Project Management	The project might encounter various problem with regards to scope, time, and budget	4	The project will provide livable wages and used employment classification to attract relevant	5	1

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
							employees to the project		
		3.1.2	Labor/management relations						
		3.1.3	Project health and safety						
		3.1.4	Training and education	Lack of training to strengthen	Lack of adequate train staff to implement and	3	Create partnership	5	2

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
				and build knowledge management within the project team.	make an impact on the project especially in project sustainability.		s with educational institution to provide scholarships in the areas desirable.		
		3.1.	Organizational learning						

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		5							
		3.1.6	Diversity and equal opportunity						
		3.1.7	Local competence development						
	3.2	**Society and Customers**							

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		3.2.1	Community support	Lack of understanding and miscommunication about the implication of the project on stakeholders.	Some stakeholders can reject the project because they are not kept informed as to the impact that they have on the project	2	A stakeholders awareness campaign design to inform all stakeholders of the project	4	2

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
							impact on their lives and how there can impact the project.		
		3.2.2	Public policy compliance						
		3.2.	Protection for						

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		3	indigenous and tribal peoples						
		3.2.4	Customer health and safety						
		3.2.5	Product and service labeling						
		3.2.6	Market communications and advertising						

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		3.2.7	Customer privacy						
	3.3	**Human Rights**							
		3.3.1	Non-discrimination	The number of males in comparison to that of women who are	The project would not be gender balanced in attaining the relevant data.	1	The project will ensure that at least 50% of the meetings	5	4

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
				expose to the project and its overall benefit may be disproportionate.			with stakeholders are males.		
		3.3.2	Age-appropriate labor						
		3.3.	Voluntary labor						

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		3							
	3.4	**Ethical Behavior**							
		3.4.1	Procurement practices						
		3.4.2	Anti-corruption						
		3.4.	Fair competition						

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		3							
					People Average	**2.5**		**4.8**	**2.3**
4	**Planet (Environmental) Impacts**								
	4.1	**Transport**							
		4.1.1	Local procurement						

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		4.1.2	Digital communication	The Department uses hard copy letters to communicate with stakeholders	Excess use of paper to provide information to stakeholders,	4	A digital system will be incorporated to communicate with each stakeholder.	5	1

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		4.1.3	Traveling and commuting						
		4.1.4	Logistics						
	4.2	**Energy**							
		4.2.1	Energy consumption						

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		4.2.2	CO2 emissions						
		4.2.3	Clean energy return						
		4.2.4	Renewable energy						
	4.3	**Land, Water, and Air**							

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		4.3.1	Biological diversity						
		4.3.2	Water and air quality						
		4.3.3	Water consumption						
		4.3.4	Sanitary water displacement						

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
	4.4	**Consumption**							
		4.4.1	Recycling and reuse						
		4.4.2	Disposal						
		4.4.3	Contamination and pollution						

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		4.4.4	Waste generation						
					Planet Average	**4.0**		**5.0**	**1.0**
5	**Prosperity (Economic) Impacts**								
	5.1	**Business Case Analysis**							
		5.1.	Modeling and						

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		1	simulation						
		5.1.2	Present value						
		5.1.3	Direct financial benefits						
		5.1.4	Return on investment						
		5.1.	Benefit-cost ratio						

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		5							
		5.1.6	Internal rate of return						
	5.2	**Business Agility**							
		5.2.1	Flexibility/optionality	Flexibility within the project is not an option due	The project is not able to remain agile since it cannot accommodate any natural changes.	1	Account of agility through the project	5	4

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
				to the timeframe of the project any natural occurrence is not accommodated.			lifecycle. This ensure the project can accommodate any unforeseen circumstances such as naturally		

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
							occurring happenings which have not been previously identified.		
		5.2.2	Business flexibility						
	5.	**Economic Stimulation**							

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
	3								
		5.3.1	Local economic impact	Mismanagement of resources and nepotism will greatly affect the local economic impact this project will bring to the	Money, among other resources, may be directly used or diverted to another project, as such reducing the quality of the project and economic impact on the receiving community.	1	Ensure proper and constant accountably and transparency of all accounts throughout	5	4

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
				local community			the lifecycle of the project. This will only ensure that the resources (including money) are used		

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
							effectively and efficiently and as such contribute to the overall quality of the project.		

P5 Impact Analysis				*This impact will improve the project's outcome(s) from a sustainability perspective.*					
Impacts				5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree					
Category				Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
	Subcategory								
		Element							
		5.3.2	Indirect benefits						
					Prosperity Average	**1.0**		**5.0**	**4.0**
					Overall Average	**2.6**		**4.8**	**2.2**

Note: Source: compiled by author, 2022.

5 CONCLUSIONS

Developing the project management plan along with its subsidiary plans for the Strategic Plan of the Youth Department will aid with the delivery of the final product on time, within budget and scope. Hence, the project management plan was crafted using the analytical research method as well as A Guide to the Project Management Body of Knowledge Sixth Edition (2017) standards and publications. The project management plan is intended to provide the Youth Department with the opportunity to identify which PMI best practices can be applied to the Youth Department project management processes to serve its client efficiently and effectively. In addition, the author opines that at the end of this project, the various documents developed are not uncompelled nor a formality but necessary to ensure successful completion of projects.

1. The Project Charter was created to provide a clear overview of the project components, scope, and stakeholders. Moreover, the Project Charter formally sanctions and authorizes the use of resources for the project. Furthermore, the charter provided an opportunity to review the business needs and objectives of the project, project description, preliminary scope statement, initial project risk, summary of milestones, project deliverables and budget. Within the Project Charter, the project manager as well as the project sponsor was identified allowing authorization for the project to begin.
2. The Scope Management Plan was created as it was the second specific objective which defines and identifies the steps to achieve the final product while at the same time avoiding scope creep. Additionally, the Scope Management Plan as well as the WBS, WBS Dictionary, Requirements Documentation and Requirement Traceability Matrix were developed from a table or template which captured information gathered during meetings with project stakeholders and reviews of project documents. The Scope Management Plan highlights what needs to be incorporated and not be incorporated in the project. In addition, the plan underlines how any changes to the scope will be managed.

3. A Project Schedule Management Plan was created to ensure that the project is completed on time. The project schedule will be controlled at the individual task level using the Critical Path Method. In addition, to sufficiently identify and coordinate each project activity for the project to be completed within the time constraints the following was created Activity List, Schedule Network Diagram, Resource Assignment Table, Activity Duration Table, and Gantt Chart of the project.
4. The Project Cost Management Plan was created to develop the project budget and ensure that the project is completed within budget. Changes in scope and procurement usually affect cost. Therefore, both areas need to be monitored closely. Hence, Earned Value Analysis is used to compare the performance measurement baseline to the actual cost performance so the cost baseline would be sustained throughout the project. The Project Cost Management Plan will funnel the development of Cost Management performance and documents including the Cost Baseline and the Project Funding Requirements.
5. The Project Quality Management Plan was developed to ensure that the deliverables meet expectations for approval within scope, cost, and time constraints. Moreover, within the Project Quality Management Plan, the quality management approach, quality standards, quality assurance, quality control as well as the measure that will be used throughout the project lifecycle to ensure quality is planned in rather inspected into the project processes and product.
6. The Resource Management Plan was created to categorize, allocate, and manage resources throughout the project lifecycle to ensure that they are available at the right time. The resource needs of the project were internal and as a result these resources were pre-assigned.
7. The Project Communication Management Plan was designed to keep all stakeholders informed using the correct manner and ensure continuous feedback. Hence, the plan outlines the expected frequency and mode of interactive, push or pull communication between stakeholders to ensure an

effective communication process. Moreover, a Communication Matrix was developed highlighting all project stakeholders throughout the project lifecycle to ensure information circulated during the project follows the proper processes.

8. The Project Risk Management Plan was created to identify all project risks and design a plan to manage, respond and monitor all potential risk throughout the project lifecycle. Within the plan, a Risk Register was created. The risk within the Risk Register is to assign a score based on its urgency with regards to their probability and impact. Hence, these risks were classified as either low or high. Consequently, the low risk was securely ignored while the high risk was instantly dealt with. In addition, within the Risk Register, the strategies and cost associated with managing the identified risks are accentuated.
9. The Project Procurement Management Plan was developed to aid in the acquisition of project resources. In addition, the plan highlights the type of contracts used and the contract approval process. Moreover, the plan underscores how procurement issues and process will be effectively managed.
10. The Stakeholders Management Plan was created to underscore how stakeholders will be identified, classified, managed, and engaged throughout the project lifecycle. In addition, a Stakeholder Register, Stakeholder Analysis and Stakeholder Level of Engagement were also developed to facilitate effective stakeholder engagement. The support of stakeholders is a critical success factor for the project. Hence, the plan aids the impact each stakeholder can have on the project.
11. The Sustainability Management Plan was created to ensure that the project is mitigating negative environmental, social, and economic impact within the project activities. In addition, the plan provided the project manager with tools to deliver sustainable projects in a sustainable way. Moreover, a Sustainable KPIs, and P5 Impact Analysis were developed to ensure that the project

processes and deliverables on the environment and society as well as the local economy is in sync with the organizational strategy for sustainability.

6 RECOMMENDATIONS

1) The Youth Department should always use sound project management techniques in the execution of all projects. In addition, the project management plan as well as its subsidiary plans must always be formulated and documented.
2) The Youth Department should use the Scope Management Plan as a template for future project implementation to minimize scope creep within their projects.
3) The project manager should follow the Schedule Management Plan to ensure that the project remains on schedule and within budget to avoid delays as well as cost overruns.
4) A Human Resource plan is a valuable document that emphasizes the human capital needed to execute the project. Hence, it is essential to acquire people with the right skillset to execute the project. Consequently, the Youth Department must provide ongoing training (uses of project management tools and techniques) to the project staff to ensure the project team is executing a high-level project.
5) The project team must monitor the budget closely to ensure that there is no deviation from the budget baseline. Any deviation can unbalance the project budget which is a threat to the scope, time, and schedule.
6) The Youth Department should have a unit within its organizational structure that is responsible for project management. Moreover, the unit should have a qualified and full-time project manager that will provide guidance to the unit.
7) The Youth Department should adopt ISO 9100 and other quality management metrics to ensure the projects implemented by the Department adhere to product quality.
8) The project manager needs to give special attention to the risk strategies and responses within the Risk Management Plan. These strategies and responses need to be implemented on any new risks identified in the project.

9) The project manager needs to ensure that a make or buy analysis is develop as part of the Procurement Management Plan on public projects for cost effective measures.
10) The project manager needs to ensure that the stakeholder engagement plan is updated regularly so that the project stakeholders are being effectively engaged at all levels.
11) The Youth Department should adopt the planning process and templates developed for the Project Management Plan of the strategic plan as a basis for implementing a procedure to be used by the Department for future projects.

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

"Sustainable Project Management is the planning, monitoring, and controlling of project delivery and support processes, with consideration of the environmental, economic and social aspects of the life cycle of the project's resources, processes, deliverables and effects, aimed at realizing benefits for stakeholders which is performed in a transparent, fair, and ethical way by actively engaging stakeholders" (Institute Project Management Ireland, 2017). This project would ensure that sustainable ideology would be entrenched from the beginning and beyond the project lifecycle. Having sustainability entrenched in all areas of this project will guarantee mitigation of negative environmental, social, and economic impacts and attainment of the benefits for the organization.

For the project manager to implement this project, the focus must be on being a sustainable PM. A sustainable project manager will ensure through the project's social and environmental impacts that this world will be regenerated and sustained for the future generation. Through this project, the project manager would rethink the view on project impact and value. This process is illustrated in Figure 18 below.

Figure 18

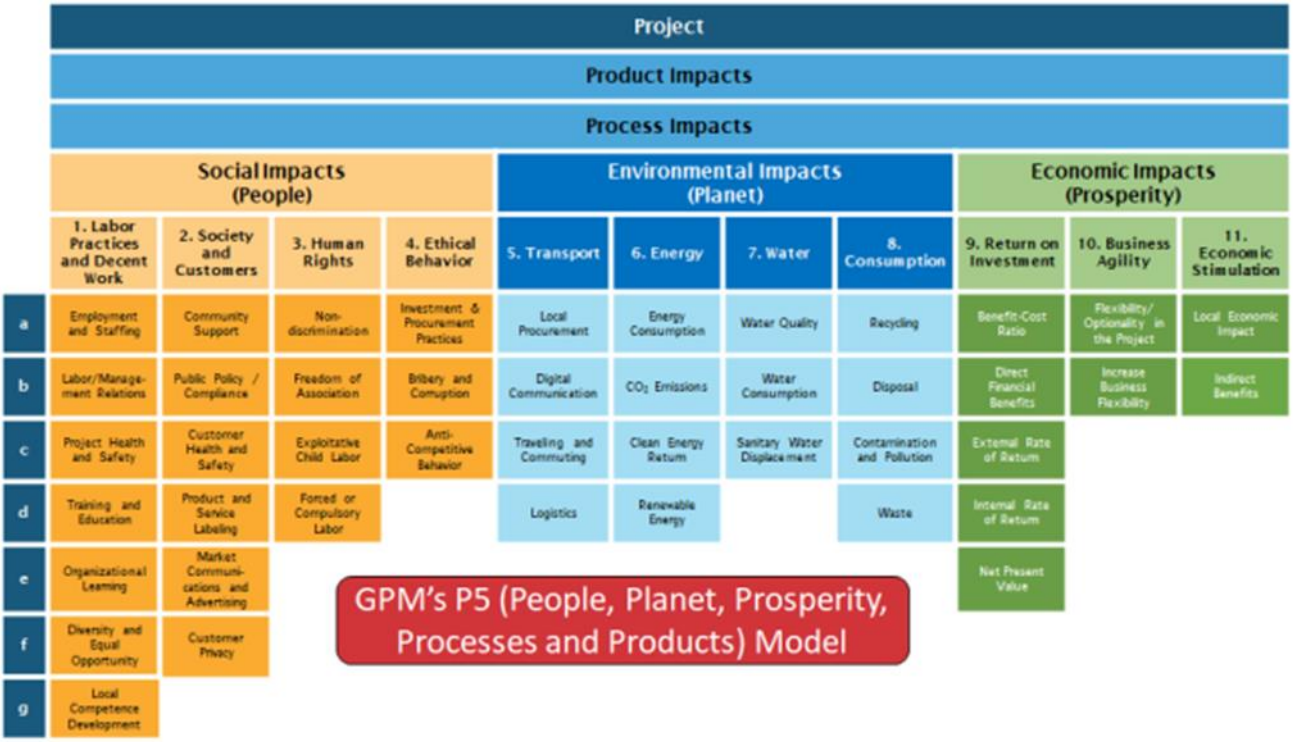
The Evolution of Project Management

Note: The Evolution of Project Management Focus by GPM Global, 2019. P5TM Standard for Sustainability in project management. Retrieved from https://campusuci2.com/. Permission not sought.

Therefore, the GPM P5™ Standard for Sustainability in Project Management will be apply to this project. Consequently, the project manager would ensure the delivery of sustainable project in a sustainable way using the P5 standard tool. “The P5 stands for People, Planet, Prosperity, Process, and Products. Moreover, the P5 standard is a tool that supports the alignment of portfolios, programs, and projects with an organizational strategy for sustainability and focuses on the impacts of project processes and deliverables on the environment, society, the corporate bottom line, and the local economy” (GPM Global, p.33, para.1, 2018). The P5 ontology in figure 5 below would be used to analysis the project sustainability path.

Figure 19

The GPM P5 Matrix



Note: The GPM P5 Matrix by GPM Global, 2019. P5TM Standard for Sustainability in project management. Retrieved from https://campusuci2.com/. Permission not sought.

This project would ensure that the P5 standard is adhered to by analyzing the impact the social dimension of sustainable development (such as project impact on people, society, and communities), sustainable development associated to the environment (such as project impact on all natural areas inhabited by flora and fauna and people), and the financial dimension (such as economic costs, business benefits, portfolio, and project risks) with the project.

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9 APPENDICES

Appendix 1: FGP Charter

CHARTER OF THE PROPOSED

FINAL GRADUATION PROJECT (FGP)

1. Student name

Nyron Tayliam

2. FGP name

Project management plan for the formulation of the strategic plan of the Youth Department

3. Application Area (Sector or activity)

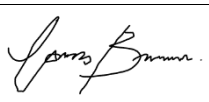
Public sector

4. Student signature

5. Name of the Graduation Seminar facilitator

Carlos Brenes Mena

6. Signature of the facilitator



7. Date of charter approval

July 30th, 2022

8. Project start and finish date

September 19th 2022	February 02nd 2023

9. Research question

What components of the project management plan must be included for a successful formulation of the strategic plan of the Youth Department?

10. Research hypothesis

Is it possible to create a project management plan which could permit for an effective formulation of a strategic plan for the Youth Department?

11. General objective

To create a Project management plan to effectively formulate a strategic plan for the Youth Department.

12. Specific objectives

Specific objectives

1. To develop a project integration management plan to ensure that all components within the project are properly aligned.
2. To develop a scope management plan to establish project structure and document resources needed to achieve project deliverables.
3. To create a schedule management plan to ensure the project schedule is created, tracked, and managed.
4. To create a cost management plan to outline how project costs will be estimated, allocated, planned, funded, and controlled.

5. To create a quality management plan to outline requirements needed to effectively manage project quality throughout the project lifecycle.
6. To create a resource management plan to ensure the project manager optimizes people, materials, and budget effectively.
7. To develop a communication management plan to outline the process, types, and expectations of communications with stakeholders.
8. To develop a risk management plan to describe how risk will be identified, evaluated, reduced, and managed.
9. To create a procurement plan to manage the process of obtaining and selecting vendors.
10. To create a stakeholders engagement plan to ensure that a consistent, comprehensive, and coordinated approach is taken to engage stakeholders in decision making processes throughout project lifecycle.
11. To explain the relationship of the project towards regenerative and sustainable development to outline the impact of project execution and its product on the environment.

13. FGP purpose or justification

The Youth Department has a sole responsibility to serve the public through its programs and projects implementation. The Youth Department has not been able to fulfill its mandate through the implementation of its projects. Hence, the formulation of a strategic plan will benefit the Youth Department with a map that outlines the purpose, goals, vision, and mission of the organization. Similarly, developing a project management plan for the formulation of the strategic plan for the Youth Department will aid in the execution of successful projects.

The Youth Department needs to change and evolve to meet its mandates to become sustainable. Therefore, having a strategic plan in place will enable the Youth Department to track progress toward its goals. Additionally, a strategic plan will allow

the Youth Department to use available knowledge to document its intended direction. The organizational strategy will assist the Youth Department to compare its present state to its future state and address any discrepancy towards reaching its goals. Hence, creating a project management plan for the Youth Department will allow the organization to better prioritize effort, effectively allocate resources, align both external as well as internal stakeholders on the organization's goals towards project success.

Consequently, for the Youth Department to formulate an effective strategic plan it needs to have a sound project management plan. Therefore, implementing a project management plan will aid the Department in executing successful projects and it can be used for future projects for the organization. Additionally, developing a project management plan will be vital for project success because it has been a challenge for the Department to implement successful projects. The project management plan will ensure the project is finished on time and delivered effectively. Moreover, this project management plan can aid the Youth Department to avoid wasting time, money, and resources. The plan will contribute to an effective execution, monitoring, controlling, and closing of present and future projects.

14. Work Breakdown Structure

1. Graduation Seminar
    1.1 FGP Deliverables
    1.1.1 Charter
    1.1.2 WBS
    1.1.3 Introduction
    1.1.4 Theoretical framework
    1.1.5 Methodological framework
    1.1.6 Appendices
        1.1.6.1 Bibliography
        1.1.6.2 Schedule
    1.2 Graduation Seminar Approval
2. Tutoring Process
    2.1 Tutor
        2.1.1 Tutor assignment
        2.1.2 Communication
    2.2 Adjustment of previous chapters
    2.3 Development
        2.3.1 Signed Charter
        2.3.2 Scope Management Plan
        2.3.3 Schedule Management Plan
        2.3.4 Cost Management Plan
        2.3.5 Quality Management Plan
        2.3.6 Resource Management Plan
        2.3.7 Communication Management Plan
        2.3.8 Risk Management Plan

2.3.9 Procurement Management Plan

2.3.10 Stakeholder Engagement Plan

2.3.11 Regenerative & Sustainability Development

2.4 Conclusions

2.5 Recommendations

3. Reading by reviewers

3.1 Reviewers' assignment request

3.1.1 Assignment of two reviewers

3.1.2 Communication

3.1.3 FGP submissions

3.2 Reviewers' work

3.2.1 Reviewer 1

3.2.1.1 FGP reading

3.2.1.2 Reader 1 report

3.2.2 Reviewer 2

3.2.2.1 FGP reading

3.2.2.2 Reader 2 report

4. Adjustments

4.1 Reports for reviewers

4.2 FGP update

4.3 Second review by reviewers

5. Presentation to Board of Examiners

5.1 Final review by board

5.2 FGP grade report

15. FGP budget

Procurement of software licenses to create project schedule - $20 (U.S dollars)

Printing, biding, and shipping FGP to Costa Rica - $300 (U.S dollars)

Venue for focus Group session - $ 50 (U.S dollars)

Transportation - $ 100 (U.S dollars)

Total budget - $470 (U.S dollars)

16. FGP planning and development assumptions

The organization will provide all the project relevant information in a timely manner to create the Project Management Plan. The project can be completed by one individual within the time frame. The project manager has the know-how to create a Project Management Plan. Top management will endorse the development of a Project Management Plan for its organization.

17. FGP constraints

Students do not have adequate finance for the acquisition of software licenses. Duration stipulated for the FGP will hinder the quality of the project. Students' lack understanding of all requirements will affect some of the deliverables within the project scope. The FGP deliverables must be completed within a specific timeframe.

18. FGP development risks

If feedback from the professor is tardy, students will have less time to properly review assignments.

Work commitment might hamper the FGP process causing students to hasten in meeting milestones.

If students do not define the project and deliverables accurately, the FGP process will be delayed.

If student contracts the COVID 19 virus or Monkey Pox, the FGP will be deferred.

19. FGP main milestones

Deliverable	**Finish estimated date**
1.1 Project Charter	August 14th 2022
1.2 WBS	July 31st 2022
1.2.1 Corrections	August 4th 2020
1.3 Introduction	August 28th 2022
1.3.1 Corrections	September 1st 2022
1.4 Theoretical framework	August 14th 2022
1.4.1 Corrections	August 18th 2022
1.5 Methodological framework	August 21st 2022
1.5.1 Corrections	August 25th 2022
1.6 Schedule	August 28th 2022
1.7 Executive summary/Abstract	September 4th 2022
1.8 Bibliography	September 4th 2022
1.9 Singed Charter	September 4th 2022

2.1 Graduation Seminar Approval	September 4th 2022
3.1 Development	December 30th 2022
3.1.1 Singed Charter	September 25th 2022
3.1.2 Scope Management Plan	September 31st 2022
3.1.3 Schedule Management Plan	October 7th 2022
3.1.4 Cost Management Plan	October 15th 2022
3.1.5 Quality Management Plan	October 22nd 2022
3.1.6 Resource Management Plan	October 30th 2022
3.1.7 Communication Management Plan	November 9th 2022
3.1.8 Risk Management Plan	November 17th 2022
3.1.9 Procurement Management Plan	November 25th 2022
3.1.10 Stakeholder Engagement Plan	November 31st 2022
4.1 Conclusions	December 8th 2022
5.1 Recommendations	December 8th 2022
6.1 Reading by reviewers	December 18th 2022
7.1 Adjustments	January5th 2023
8.1 Presentation to Board of Examiners	January 20th 2023

20. Theroretical framework

a. Estate of the “matter”

Managing a project within an organization can be a complex process. The Youth Department has many other units that execute projects with their own methodology, processes, and expectations. Therefore, within the Youth Department there is no central operational system of records (OSR) for projects. This has hindered the successful implementation and completion of projects. As a result, a project integration management process is critical for the Youth Department to execute projects successfully.

PMBOK Guide describes Project Integration Management as the “processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process

Groups" (PMBOK Guide, 2017a, p. 69). The project integration management process would allow the team to work together more effortlessly under a cohesive strategy. Consequently, the Youth Department has suffered in implementing and executing of its projects without project integration management process.

The Youth Department has implemented several projects such as (Youth Policy Formulation, Facilities Constructions, and Club Registration Policy). Not one of these projects includes the project integration management process - (1) develop project charter; (2) develop project management plan; (3) direct and manage project work; (4) manage project knowledge; (5) monitor and control project work; (6) perform integrated change control; and (7) close project or phase. In addition, a project management plan is non – existence within the Department for the project implemented. Therefore, the use of project integration management in the development of the Project Plan for the Formulation of the Strategic Plan of the Youth Department will aid with the prevention of project failure.

b. Basic conceptual framework

Project management, project life cycle, project management process, project charter, project integration management, project scope management, project schedule management, project cost management, project quality management, project resource management, project communications management, project risk management, project procurement management, and project stakeholder engagement.

21. Methodological framework

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
To develop a project integration management plan to ensure that all components within the project are properly aligned.	Project Charter	**Primary:** Emails, interviews, government documents as well as reports, and project charter **Secondary:** Journal articles, textbooks, lecture notes, previous final graduation project,	Synthetic method	Project Charter template Microsoft Word	Few obtainable books on the subject matter within the restriction of the seven years old criteria. Government documents and reports are not comprehensive

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		historical data and information			
To develop a scope management plan to establish project structure and document resources needed to achieve project deliverables.	Scope management plan	**Primary:** Emails, interviews, government documents as well as reports, and project charter **Secondary:** Journal articles, textbooks, lecture notes, previous final	Synthetic method	Scope Management Plan template, Microsoft Word, Work breakdown structure, and dictionary template	Few obtainable books on the subject matter within the restriction of the seven years old criteria. Government documents and reports are not comprehensive

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		graduation project, historical data and information			
To create a schedule management plan to ensure the project schedule is created, tracked, and managed.	Schedule management plan	**Primary:** Emails, interviews, government documents as well as reports, and project charter **Secondary:** Journal articles, textbooks,	Synthetic method	Schedule Management Plan template, and Microsoft Word	Few obtainable books on the subject matter within the restriction of the seven years old criteria. Government documents and reports are not comprehensive

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		lecture notes, previous final graduation project, historical data and information			
To create a cost management plan to outline how project cost will be estimated, allocated, planned, funded, and controlled.	Cost management plan	**Primary:** Emails, interviews, government documents as well as reports, and project charter **Secondary:** Journal	Synthetic method	Cost Management Plan template, and Microsoft Word & Excel	Few obtainable books on the subject matter within the restriction of the seven years old criteria. Government documents and reports are not comprehensive

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		articles, textbooks, lecture notes, previous final graduation project, historical data and information			
To create a quality management plan to outline requirements needed to effectively manage project quality throughout the project lifecycle.	Quality management plan	**Primary:** Emails, interviews, government documents as well as reports, and project charter	Synthetic method	Quality Management Plan template, Microsoft Word, and Checklists	Few obtainable books on the subject matter within the restriction of the seven years old criteria. Government documents and

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		Secondary: Journal articles, textbooks, lecture notes, previous final graduation project, historical data and information			reports are not comprehensive
To create a resource management plan to ensure the project manager optimize people, materials, and budget effectively.	Resource management plan	**Primary:** Emails, interviews, government documents as well as reports, and project charter	Synthetic method	Resource Management Plan template, Microsoft Word, Resource breakdown structure, and	Few obtainable books on the subject matter within the restriction of the seven years old criteria.

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		Secondary: Journal articles, textbooks, lecture notes, previous final graduation project, historical data and information		Responsibility assignment matrix	Government documents and reports are not comprehensive
To develop a communication management plan to outline the process, types, and expectations of communications with stakeholders.	Communication management plan	**Primary:** Emails, interviews, government documents as well as reports, and	Synthetic method	Communication Management Plan template, and Microsoft Word	Few obtainable books on the subject matter within the restriction of the seven years old criteria.

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		project charter **Secondary:** Journal articles, textbooks, lecture notes, previous final graduation project, historical data and information			Government documents and reports are not comprehensive
To develop a risk management plan to describe how risk will be identified, evaluated, reduced, and managed.	Risk management plan	**Primary:** Emails, interviews, government documents as	Synthetic method	Risk Management Plan template, Microsoft Word, Risk register template, and Risk checklists	Few obtainable books on the subject matter within the restriction of the seven years old criteria.

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		well as reports, and project charter **Secondary:** Journal articles, textbooks, lecture notes, previous final graduation project, historical data and information			Government documents and reports are not comprehensive
To create a procurement plan to manage the process of obtaining and selecting vendors.	Procurement management plan	**Primary:** Emails, interviews,	Synthetic method	Procurement Management Plan template,	Few obtainable books on the subject matter within the restriction of the

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		government documents as well as reports, and project charter **Secondary:** Journal articles, textbooks, lecture notes, previous final graduation project, historical data and information		Microsoft Word and Excel, and Scheduling software	seven years old criteria. Government documents and reports are not comprehensive

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
To create a stakeholders engagement plan to ensure consistent, comprehensive, and coordinated approach taken to engage stakeholders in decisions making processes throughout project lifecycle.	Stakeholder management plan	**Primary:** Emails, interviews, government documents as well as reports, and project charter **Secondary:** Journal articles, textbooks, lecture notes, previous final graduation project,	Synthetic method	Google Forms (Survey), Stakeholder analysis matrix template, and Stakeholder Management Plan template	Few obtainable books on the subject matter within the restriction of the seven years old criteria. Government documents and reports are not comprehensive

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		historical data and information			
To explain the relationship of the project towards regenerative and sustainable development to outline the impact of project execution and its product on the environment.	Relationship of the towards regenerative and sustainable development	**Primary:** Emails, interviews, government documents as well as reports, and project charter **Secondary:** Journal articles, textbooks, lecture notes, previous final	Synthetic method	Sustainable Management Plan template, Microsoft Word & Excel, and P5 Impact Analysis template	Few obtainable books on the subject matter within the restriction of the seven years old criteria. Government documents and reports are not comprehensive

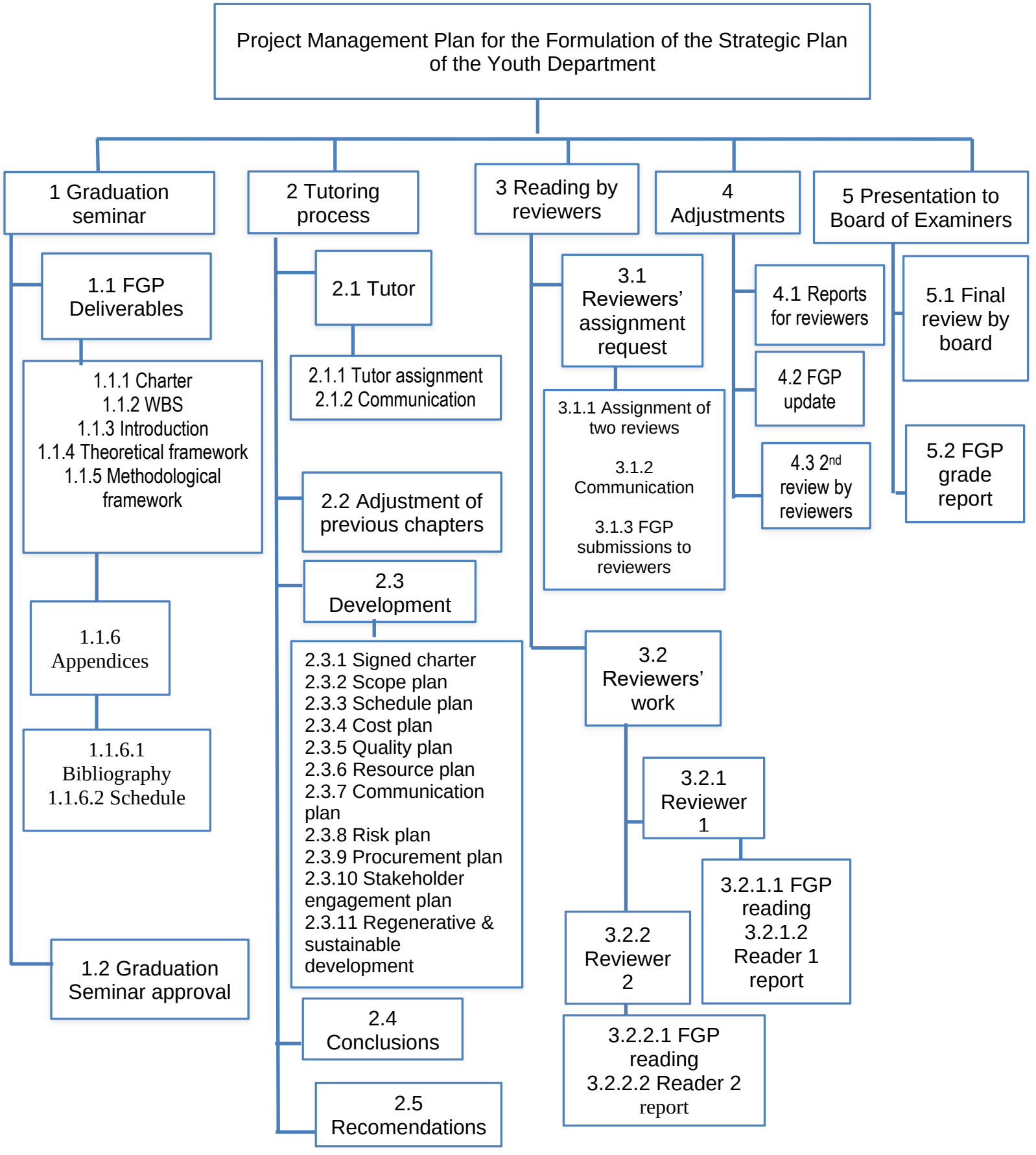
Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		graduation project, historical data and information			

22. Validation of the work in the field of regenerative and sustainable development.

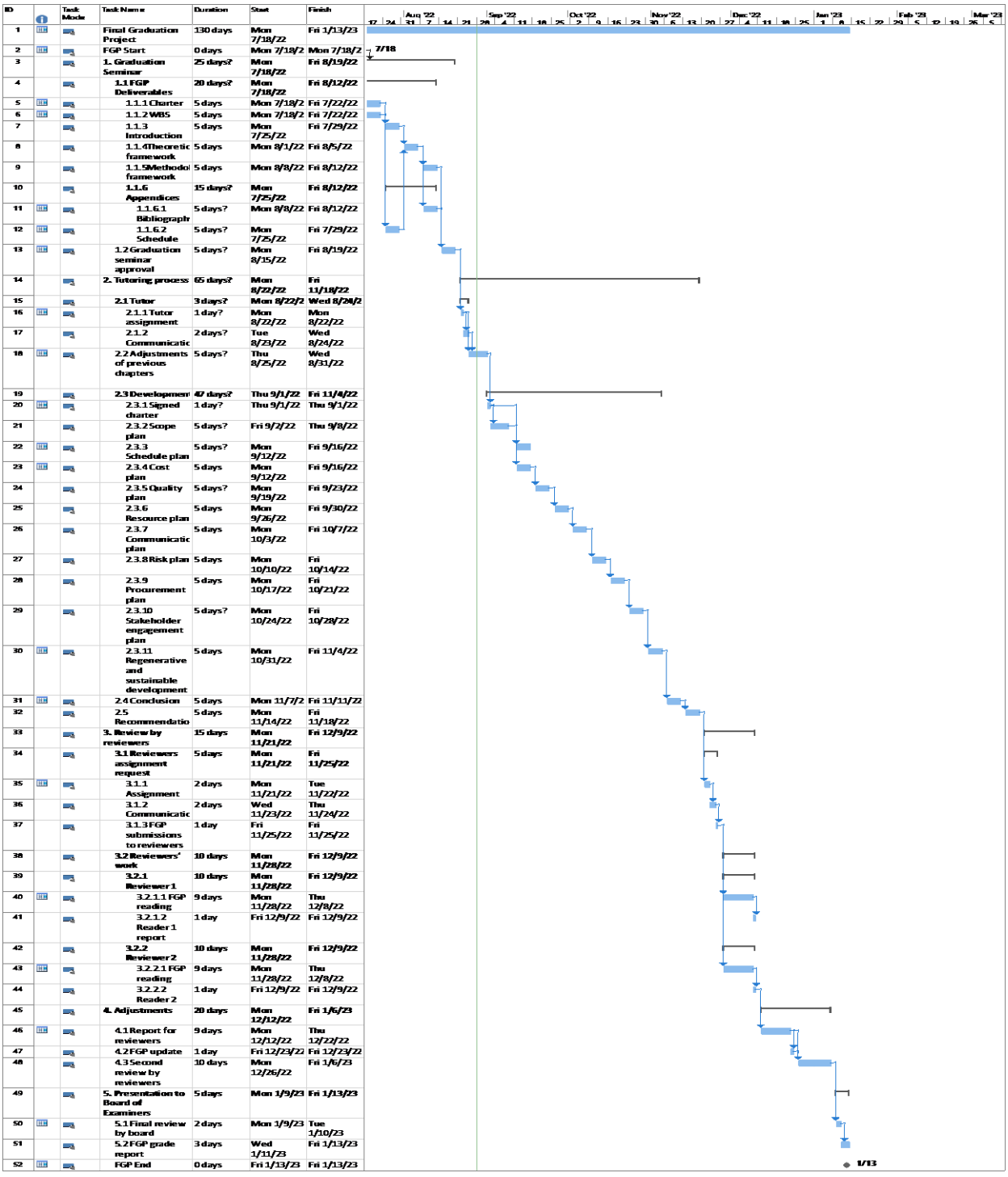
This project would ensure that sustainable ideology would be entrenched from the beginning and beyond the project lifecycle. Having sustainability entrenched in all areas of this project will guarantee mitigation of negative environmental, social, and economic impacts and attainment of the benefits for the organization. Therefore, the GPM P5™ Standard for Sustainability in Project Management will be apply to this project. Consequently, the project manager would ensure the delivery of sustainable project in a sustainable way using the P5 standard tool.

This project would ensure that the P5 standard is adhere into the project by analyzing the impact the social dimension of sustainable development (such as project impact on people, society, and communities), sustainable development associated to the environment (such as project impact on all natural areas inhabited by flora and fauna and people), and the financial dimension (such as economic costs, business benefits, portfolio, and project risks) with the project.

Appendix 2: FGP WBS



Appendix 3: FGP Schedule



ID	Task Mode	Task Name	Duration	Start	Finish
1		Final Graduation Project	130 days	Mon 7/18/22	Fri 1/13/23
2		FGP Start	0 days	Mon 7/18/22	Mon 7/18/22
3		1. Graduation Seminar	25 days?	Mon 7/18/22	Fri 8/19/22
4		1.1 FGP Deliverables	20 days?	Mon 7/18/22	Fri 8/12/22
5		1.1.1 Charter	5 days	Mon 7/18/22	Fri 7/22/22
6		1.1.2 WBS	5 days	Mon 7/18/22	Fri 7/22/22
7		1.1.3 Introduction	5 days	Mon 7/25/22	Fri 7/29/22
8		1.1.4Theoretic framework	5 days	Mon 8/1/22	Fri 8/5/22
9		1.1.5Methodol framework	5 days	Mon 8/8/22	Fri 8/12/22
10		1.1.6 Appendices	15 days?	Mon 7/25/22	Fri 8/12/22
11		1.1.6.1 Bibliographi	5 days?	Mon 8/8/22	Fri 8/12/22
12		1.1.6.2 Schedule	5 days?	Mon 7/25/22	Fri 7/29/22
13		1.2 Graduation seminar approval	5 days?	Mon 8/15/22	Fri 8/19/22
14		2. Tutoring process	65 days?	Mon 8/22/22	Fri 11/18/22
15		2.1 Tutor	3 days?	Mon 8/22/22	Wed 8/24/22
16		2.1.1 Tutor assignment	1 day?	Mon 8/22/22	Mon 8/22/22
17		2.1.2 Communicatic	2 days?	Tue 8/23/22	Wed 8/24/22
18		2.2 Adjustments of previous chapters	5 days?	Thu 8/25/22	Wed 8/31/22
19		2.3 Developmen	47 days?	Thu 9/1/22	Fri 11/4/22
20		2.3.1 Signed charter	1 day?	Thu 9/1/22	Thu 9/1/22
21		2.3.2 Scope plan	5 days?	Fri 9/2/22	Thu 9/8/22
22		2.3.3 Schedule plan	5 days?	Mon 9/12/22	Fri 9/16/22
23		2.3.4 Cost plan	5 days	Mon 9/12/22	Fri 9/16/22
24		2.3.5 Quality plan	5 days?	Mon 9/19/22	Fri 9/23/22
25		2.3.6 Resource plan	5 days	Mon 9/26/22	Fri 9/30/22
26		2.3.7 Communicatic plan	5 days	Mon 10/3/22	Fri 10/7/22
27		2.3.8 Risk plan	5 days	Mon 10/10/22	Fri 10/14/22
28		2.3.9 Procurement plan	5 days	Mon 10/17/22	Fri 10/21/22
29		2.3.10 Stakeholder engagement plan	5 days?	Mon 10/24/22	Fri 10/28/22
30		2.3.11 Regenerative and sustainable development	5 days	Mon 10/31/22	Fri 11/4/22
31		2.4 Conclusion	5 days	Mon 11/7/22	Fri 11/11/22
32		2.5 Recommendatio	5 days	Mon 11/14/22	Fri 11/18/22
33		3. Review by reviewers	15 days	Mon 11/21/22	Fri 12/9/22
34		3.1 Reviewers assignment request	5 days	Mon 11/21/22	Fri 11/25/22
35		3.1.1 Assignment	2 days	Mon 11/21/22	Tue 11/22/22
36		3.1.2 Communicatic	2 days	Wed 11/23/22	Thu 11/24/22
37		3.1.3 FGP submissions to reviewers	1 day	Fri 11/25/22	Fri 11/25/22
38		3.2 Reviewers' work	10 days	Mon 11/28/22	Fri 12/9/22
39		3.2.1 Reviewer 1	10 days	Mon 11/28/22	Fri 12/9/22
40		3.2.1.1 FGP reading	9 days	Mon 11/28/22	Thu 12/8/22
41		3.2.1.2 Reader 1 report	1 day	Fri 12/9/22	Fri 12/9/22
42		3.2.2 Reviewer 2	10 days	Mon 11/28/22	Fri 12/9/22
43		3.2.2.1 FGP reading	9 days	Mon 11/28/22	Thu 12/8/22
44		3.2.2.2 Reader 2	1 day	Fri 12/9/22	Fri 12/9/22
45		4. Adjustments	20 days	Mon 12/12/22	Fri 1/6/23
46		4.1 Report for reviewers	9 days	Mon 12/12/22	Thu 12/22/22
47		4.2 FGP update	1 day	Fri 12/23/22	Fri 12/23/22
48		4.3 Second review by reviewers	10 days	Mon 12/26/22	Fri 1/6/23
49		5. Presentation to Board of Examiners	5 days	Mon 1/9/23	Fri 1/13/23
50		5.1 Final review by board	2 days	Mon 1/9/23	Tue 1/10/23
51		5.2 FGP grade report	3 days	Wed 1/11/23	Fri 1/13/23
52		FGP End	0 days	Fri 1/13/23	Fri 1/13/23

Appendix 4: Preliminary bibliographical research

Buchner, E. (2015). Project Cost Management. Retrieved from https://www.researchgate.net/publication/283210199_Project_Cost_Management

This book will provide the substance on the various planning, estimating techniques, budgeting, and cost control so the project can be completed within budget.

Buzzetto, R. R., Bauli, M. R., & Carvalho, M. M. (2020). The key aspects of procurement in project management: investigating the effects of selection criteria, supplier integration and dynamics of acquisitions. Retrieved from https://www.redalyc.org/journal/3967/396762077002/html/

The article identifies the key aspect of procurement within project management towards project success. Therefore, these key aspects will need to be implemented within the procurement strategies of the Youth Department.

ESB Networks. (2022). Stakeholders Engagement Strategy and Plan 2022). Retrieved from https://www.esbnetworks.ie/docs/default-source/publications/stakeholder-engagement-strategy-and-plan-2022.pdf

The source has provided a framework on how to engage stakeholders which is an asset in creating the Youth Department stakeholder's engagement plan.

Furterer, L. S. and Wood, C. D. (2021). The ASQ Certified Manager of Quality/Organizational Excellence. Retrieved from https://asq.org/quality-resources/quality-plans

The book provides a good argument about quality management with relations to strategic planning. Moreover, the book will aid in making sound arguments on the need for quality within the project lifecycle.

Ministry of Youth Development and Sport. (2021). Strategic Development Plan 2021-2026

This book will provide all the information needed about the Youth Department strategic plan. Moreover, the book is the basis for developing the project management plan.

Mondy.com. (2021). What is a Schedule Management Plan, and How do You Make One? Retrieved from https://monday.com/blog/project-management/schedule-management-plan/

The article will assist in developing the schedule management plan for the task and resource of the project. Furthermore, this article suggested various tools that can be used within the schedule management plan process.

Nizhebetskiy, D. (2018). Project Charter and Its Benefits You Need to Know. Retrieved from https://pmbasics101.com/mp-files/pdf-project-charter-benefits-need-know.pdf/?force_download=false

The book will add meat to the basic understanding about the importance of having a project charter.

O'Connor, W. S. (2020). How to Create a Scope Management Plan. Retrieved from https://www.northeastern.edu/graduate/blog/scope-management-plan/

This article gives a sound argument that explores the scope management process and provides the necessary steps to create a scope management plan.

Scavetta, A. (2021). How to Make a Risk Management Plan. Retrieved from https://www.projectmanager.com/blog/risk-management-plan

This source has concert details about implementing a risk management plan therefore it would be a platform to aid in developing a risk management plan for the project.

York, A. (2022). Building a Project Management Communication Plan: What is It and Why You Need one. Retrieved from https://www.teamwork.com/blog/project-management-communication-plan/

The author has given a sound reasoning on the importance of having a project management communication plan. Hence, a better understanding of a communication plan will aid in developing an effective plan for the project.

Appendix 5: Philologists Credentials

UNIVERSITY OF ALBERTA
OFFICE OF THE REGISTRAR

Administration Building
Edmonton, Alberta, Canada T6G 2M7
registrarsoffice.ualberta.ca

Lisa Marione Dublin
1400549

This is to certify that the above named student
Has completed all the requirements of the

Faculty of Graduate Studies and Research

For the Master of Arts
In English
Department of English and Film Studies

Awarded November 17, 2015

********** END OF CERTIFIED INFORMATION **********

Norma Rodenburg

Acting Vice-Provost and University Registrar
Office of the Registrar

November 13, 2022

Appendix 6: Philological Dictum

Revision Dictum for Nyron Talium's FGP:
"**Project Management Plan for the Formulation of the Strategic Plan of the Youth Department."**

This project management assignment lays out a comprehensive and detailed framework for helping the Ministry of Youth Development and Sport, in particular the Youth Department, to execute a five year strategic plan using the tried and tested tools outlined in the project management theory and practice.

The Project Manager has the added benefit of having worked in the Department of Youth for a long time, and thus being able to tailor the principles of project management to cater for the culture of the organization.

Some of the strong points of this study were as follows:

1. The ability to apply numerous aspects of project management theory and tools to several aspects of the strategic plan. The project is rich in its scope and ambition, and the author of this study was able to point out how the application of project management practice could significantly increase the project's viability and also increase its chances of success.
2. Projections - which arose from doing the work of project management. This seems to be a novel idea in the Department of Youth, and the author was able to provide several feasible scenarios, that could arise, depending on simulated outcomes.

Some areas to strengthen:

1. Grammar - especially the use of the 's' to denote plurality
2. Capitalization of project management terms and established products, for example, Work Breakdown Structure and Schedule Management Plan. Consistency in the capitalization will help to strengthen the document

Overall, this documents seems to adhere very closely to the principles of project management as outlined by the PMI. My hope is that it will serve as a guiding document for the Youth Department of the Ministry of Youth Development and Sport.