

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

A PROJECT MANAGEMENT OFFICE (PMO) IMPLEMENTATION PROPOSAL  
FOR THE NATIONAL DEVELOPMENT FOUNDATION OF DOMINICA LTD

SHARON VIDAL-FRANCIS

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partial fulfillment of the requirements to opt for the  
Master in Project Management (MPM) Degree

Luis Diego Arquello  
Full name must be written  
TUTOR

Paula Villalta Olivares  
Full name must be written  
REVIEWER No.1

Sharon Vidal-Francis  
Student full name  
STUDENT

## **DEDICATION**

This Research Paper is dedicated to my brother Michael “Meg”/ “Duke” Paul who is diagnosed with brain tumor. He would have been very proud of my accomplishments.

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## ABBREVIATIONS AND ACRONYMS

BBB	Businesses Building Blocks
BDO	Business Development Officer
BSSU	Business Support Services Unit
CCIC	Caribbean Climate Innovation Center
CIC	Climate Innovation Center
CMFA	Caribbean Microfinance Alliance
DVRP	Disaster Vulnerability Response Project
ECD	Eastern Caribbean Dollar
FGP	Final Graduation Project
IDB	Inter-American Development Bank
IICA	Inter-American Institute for Co-operation on Agriculture
IP	Internet Protocol
JTC	Jean-Louis Training and Consultancy
MIF	Multi-Lateral Investment Fund
NDFD	National Development Foundation of Dominica Ltd.
OPA	Organizational Process Assets
OPM3	Organizational Project Management Maturity Model
PAD	Project Appraisal Document
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
PMP	Project Management Professional
RBS	Risk Breakdown Structure
SBDC	Small Business Development Center

## **EXECUTIVE SUMMARY (ABSTRACT)**

Within the micro-finance industry, small projects require a standardized process for implementation in order to succeed. The company in study, the National Development Foundation of Dominica Ltd. (NDFD), is a non-governmental, development, financial institution that has been in existence for over thirty-five (35) years.

The company has been involved in providing credit, training and business support services to existing and potential small business entrepreneurs as well as the public. Over the years, the company has collaborated with local, regional and international funding agencies to implement small projects geared at alleviating poverty.

Currently, the company has a weakness in its implementation process, primarily because a number of employees within different departments who possess no project management experience or certification are involved in implementing projects. Therefore, with the aim of giving the company a competitive advantage while simultaneously fulfilling the mandate of the NDFD, it must implement a change effort that allows the company to outline a process map for standardizing projects within a project management office setting.

The general objective was to develop a project management office (PMO) implementation proposal for the National Development Foundation of Dominica Ltd in order to better plan, execute, monitor and close projects. The specific objectives were: to conduct an organizational project management analysis to determine the project management needs of the NDFD, to outline a process map according to the guidelines established in the PMBOK guide for standardizing processes and activities associated to a PMO, to conduct a maturity level analysis of the NDFD to determine what type of PMO best suits the company, and to develop a human resource and communications plan for defining authority levels as stated in the organizational chart of the NDFD.

A combination of methods was conducted to execute the research including: analytical-synthetic – staff of the NDFD who were involved in implementing projects as well as employees at project management units were interviewed. Inductive-deductive – data survey was performed and analyzed amongst all stakeholders for the development of a solution by analyzing the existing environment. Experiments were also carried out to determine project management needs. Statistical information was reviewed in order to analyze the maturity level of the NDFD and, finally, staff within the NDFD and various external project management units were observed in order to design a communication and human resource plan.

The research revealed that there are inconsistencies in the methodology for implementing projects and there is a lack of thorough planning, communication and knowledge of project management practices. Hence, in order to successfully implement projects, standardized processes and activities must be established and followed. Further, the research revealed that the NDFD is immature in terms of project management and is considered to be at the startup phase of the life cycle of project management.

OPM3 has to be nationally accepted prior to being utilized at the NDFD therefore, since NDFD is geared towards a holistic approach to small business development, the research revealed that the best type of PMO that should be implemented is the supportive PMO. A human resource plan showing the roles and responsibilities of the four staff to be employed in the PMO was developed and a communications plan showing the methods and channels for communication amongst the various stakeholders was designed.

It is therefore recommended that for this research paper to be successful, further studies must be conducted in order to implement a successful PMO. The NDFD's Board of Directors and the Executive Director must engage in thorough discussions with the necessary stakeholders so that they understand the role of the PMO and the benefits thereof.

The Board of Directors and the Executive Director must also be privy to the findings in this paper and they must understand the role of the NDFD's PMO to be able to implement it. Most importantly, it is recommended that internal staff be trained in their various fields and observe the activities of other PMO's Island wide.

## **1 INTRODUCTION**

### **1.1. Background**

The National Development Foundation of Dominica Ltd, a non-governmental development financial institution, was established thirty-five (35) years ago by nine founding members. These members were individuals of different caliber – to include lawyers, contractors, and businessmen. When the island was hit by Hurricane David in 1979 much of Dominica's infrastructure and farms were completely destroyed. At that time, agriculture was the island's main industry and it became difficult for farmers to acquire funding from the commercial banks since they were unable to present the required collateral for credit. As a result, these founding members came together and used their synergies to seek assistance for these farmers from international funding agencies and such was the birth of the National Development Foundation of Dominica Ltd (NDFD) in the summer of 1981.

Over the years, the NDFD, through partnership with the Government and local and international funding agencies, has been given the opportunity to implement small and medium-sized projects. Some of the projects involve providing skills training to at-risk youth, providing support services to farmers, the Annual General Meeting and the bi-annual newsletter.

### **1.2. Statement of the problem**

Currently, three different departments with two other mini-project teams are responsible for managing projects within the National Development Foundation of Dominica Ltd. Employees are not committed to any single project since their main responsibilities are not project management related. Moreover, employees tend to report using their own methodology – none are conforming to the guidelines stated in the PMBOK.

### **1.3. Purpose**

Presently, the Government of the Commonwealth of Dominica is in the process of establishing a Small Business Development Center (SBDC) on the island they have identified the NDFD to be the pilot project.

An SBDC is the main source of managerial and technical assistance for small businesses in the United States and other parts of the world. Their mission is to promote growth, innovation, productivity and revenue for small businesses through improvements to the business administration. The SBDC's of the United States have recognized the need for global trade and they have therefore extended invitations to explore some Caribbean Islands to include Dominica. A few staff members of the NDFD have been given initial training to operate the center, but because there is no established office or unit, the project is at a standstill.

Additionally, since one NDFD staff member now holds the GPM-b certification and two staff will acquire a Master's degree in Project Management, the NDFD will soon be in a better position to manage projects effectively.

Other benefits expected from implementing a Project Management Office within the NDFD include:

1.3.1 – Local, regional and international donor agencies will feel more confident in sponsoring projects to be managed by the NDFD.

1.3.2 – The PMO can serve as a support to the other units within the NDFD by supplying templates, best practices, training, access to information and lessons learned from managing previous projects.

1.3.3 – There will be assigned human resources for the PMO; therefore their focus will only be related to project management efficiency.

1.3.4 – There will be better reporting using Project Management Institute (PMI) standards and guidelines

1.3.5 – Ultimately the NDFD's image will improve

#### **1.4. General objective**

To develop a Project Management Office (PMO) implementation proposal for the National Development Foundation of Dominica Ltd (NDFD) in order to better plan, execute, monitor and close projects.

#### **1.5. Specific objectives**

1.5.1 To conduct an organizational project management analysis to determine the project management needs of the NDFD.

1.5.2 To outline a process map according to the guidelines established in the PMBOK guide for standardizing processes and activities associated to a PMO.

1.5.3 To conduct a maturity level analysis of the NDFD to determine what type of PMO best suits the company.

1.5.4 To develop a Human Resource and Communications Plan for defining authority levels as stated in the organizational chart of the NDFD.

## 2 THEORETICAL FRAMEWORK

### 2.1.1 Company/Enterprise framework

#### 2.1.1 Company/Enterprise background

The National Development Foundation of Dominica Ltd (NDFD) is a private, non-profit development institution established in 1981 as a company limited by guarantee under the laws of the Commonwealth of Dominica. (*NDFD 33<sup>rd</sup> Annual General Meeting, 2014 Annual Report p.1*). The NDFD is administered by a voluntary Board of Directors of at least nine members and the day-to-day management of the NDFD is the responsibility of the Executive Director assisted by nineteen (19) members of staff.

The company's objective is to:

- Assist entrepreneurs to start, expand or improve their business
- Contribute to poverty reduction and human resource development
- Provide assistance to enterprises relating to agro-processing, selective agriculture, as well as other productive, manufacturing and industrial enterprises.

The National Development Foundation of Dominica Ltd, is a member of the Caribbean Micro-Finance Alliance (CMFA) – a network of micro-finance practitioners in the Caribbean established in January 2011. CMFA is headquartered in Kingston, Jamaica and was formed under the auspices of the Multi-Lateral Investment Fund (MIF) – a member of the Inter-America Development Bank (IDB). (*Retrieved on September 08, 2016, from the website, [caribbeanmicrofinancealliance.com](http://caribbeanmicrofinancealliance.com)*)

### **2.1.2 Mission and vision statements**

The NDFD's mission is to contribute to poverty reduction and human resource development at the national level by mobilizing funds for the provision of credit, business advisory services, and training primarily to the micro and small business sectors.

The goal of the NDFD is to assist entrepreneurs in starting, expanding or improving their businesses. The general criteria for accessing the Foundation's financing remains as follows. The business must:

- Be economically viable;
- Utilize local raw materials;
- Manufacture new products or develop existing products;
- Help in the stimulation of exports or reduction of imports;
- Be of a productive value to the community

*(NDFD 33<sup>rd</sup> Annual General Meeting, 2014 Annual Report p.1).*

Presently, the company has no written vision statement. Having an implementation proposal to establish a Project Management Office within the NDFD is directly in sync with the goals and mission of the NDFD.

### **2.1.3 Organizational structure**

The NDFD is administered by twenty (20) staff members who are managed by an Executive Director and assisted by a Finance Manager. There are three main departments and two supporting departments within the organization. The main departments are Business Development, Training and Business Support Services Unit. The supporting departments are Accounts and Recoveries. The Business Development department is responsible for providing credit and advice to existing and potential entrepreneurs; the Training department is responsible for administering and organizing training programs for these entrepreneurs and the Business Support department is responsible for any other supporting services offered



– eg, record keeping, pricing, assisting with the registration of the company etc. The Recoveries Unit is responsible for collecting bad debts from entrepreneurs. Below is a figure showing NDFD organizational structure. (NDFD's staff policy handbook)

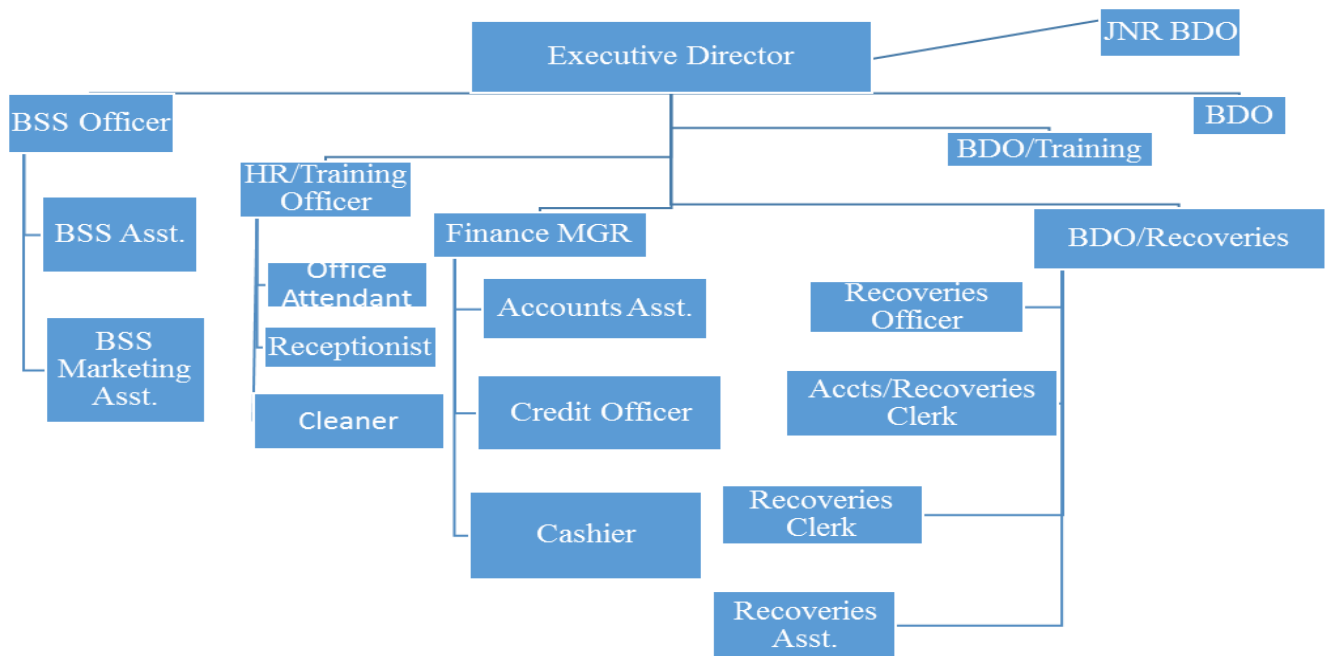


Figure 1 showing NDFD's Organizational Structure (own elaboration)

#### 2.1.4 Products offered

The National Development Foundation of Dominica Ltd provides a wide range of services to the general public, including the following:

- Loans/Credit – funds are provided for different reasons: the minimum amount is \$500 and the maximum is \$150,000. Specific loan products are as follows:
  - *Women's Bureau Fund* – for underprivileged women who may want to start or continue a small business. The maximum amount granted to any one of these women is \$3,996.
  - *IICA Fund (Inter-American Institute for Co-operation on Agriculture)* – for women who are members of a community group and who are seeking funds to start or commence a small business – usually a cottage industry. The maximum amount granted to any client is \$2,500.
  - *Young Farmer's Fund* – for farmers between the ages of 18 – 35 who require funding to either extend or commence an agricultural project. Agriculture can be defined as agro-processing, livestock farming, horticulture, fishing and the cultivation of produce. The maximum amount to be loaned is \$10,000.
  - *Farmers fund* – for any farmer above the age of 35 years but younger than 65 years and who would require funding for any of the purposes stated in the young farmer's fund category.
  - *Professional package* – for all professionals (eg. lawyers, doctors, accountants), who have their own business (must be registered) and would require funding for that business. The maximum amount granted is \$20,000.00

- *Ready Cash Facility* – An instant money facility which are given to salaried individuals for miscellaneous reasons. The maximum amount granted is \$5,000.
- *Debt Consolidation facility* – For specific individuals who require funds to consolidate their current debt so as to improve on their net salary. The maximum amount granted is \$10,000
- *Business loans* – All other loans would fall under this category and may be for the purposes of either commencing or extending their business. The maximum amount granted on that loan is \$150,000.
- Trainings – Training programs are provided to staff, existing or potential small business owners, targeted groups or companies and the general public. Trainings may be provided in the field of Small Business Management, Customer Service, Human Resource Management, Record Keeping, Supervisory Leadership, Etiquette and Protocol etc. The NDFD ensures that there is one training per month to suite the general public.
- Business Support Services (BSS) – Support services are provided to existing or potential small business owners. Support services can be in the form of pricing and costing, marketing, the preparation of business and marketing plans, accounting services and technical assistance.

*(NDFD policy handbook)*

A Project Management Office within the NDFD will serve as a support center for all the other departments.

## 2.2 Project Management concepts

### 2.2.1 Project

A project is a work effort made over a finite period of time with a start and finish to create a unique product, service, or result. Because a project has a start and end, it is also called a temporary effort or endeavor. (*Sanghera, P.,Dr. (2010). PMP in Depth, Project Management Professional Study Guide for PMP Exam (2<sup>nd</sup> ed.) Boston, MA: Stacy L. Hiquet p. 4).*

The project in this case is to develop a project management office (PMO) implementation proposal for the National Development Foundation of Dominica Ltd, in order to better plan, execute, monitor and close projects is a temporary endeavor which started on August 22<sup>nd</sup>, 2016 and is expected to finish on February 16, 2017. The unique service that will be created at the end of the project is a Project Management Office.

### 2.2.2 Project management

Project Management is the use of knowledge, skills, and tools to manage a project from start to finish with the goal of meeting the project requirement. It involves using the appropriate processes. (*Sanghera, P.,Dr. (2010). PMP in Depth, Project Management Professional Study Guide for PMP Exam (2<sup>nd</sup> ed.) Boston, MA: Stacy L. Hique p.5).*

Managing a project typically includes, but is not limited to:

- Identifying requirements
- Addressing the various needs, concerns, and expectation of the stakeholders in planning and executing the project;
- Setting up, maintaining and carrying out communications among stakeholders that are active, effective and collaborative in nature
- Managing stakeholders towards meeting project requirements and creating project deliverables;

- And balancing the competing project constraints, which include, but are not limited to scope, quality, schedule, budget resources and risks.

*(Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK Guide) (5<sup>th</sup> ed.) (2013 p.6).*

Within the NDFD, requirements are generally identified by external companies, usually the sponsor. The needs and concerns of the stakeholders are communicated with the department that is executing the project but with little input from the NDFD. Nonetheless, stakeholders are always updated on any changes and the NDFD is responsible for balancing the constraints. So, though a number of the processes are carried out, it is not systematic.

Usually, a project is managed by a project manager together with a team of individuals in different fields. The project was managed by Mrs. Sharon Vidal-Francis, a current Masters student at the University for International Cooperation in Costa Rica together with input from the staff of the training and business support departments.

**Chart 1 Interpersonal Skills of Project Manager** (*own elaboration*)

<b>Skills</b>	<b>Grade</b>
Leadership & Team building	Excellent
Motivation	Excellent
Communication	Excellent
Influencing	Very good
Decision Making	Very good
Political and Cultural awareness	Good
Negotiation	Fairly good
Trust building	Excellent
Conflict Management	Good
Coaching	Excellent

### 2.2.3 Project life cycle

A project life cycle is the series of phases through which a project passes from its initiation to its closure. The phases are generally sequential, and their names and numbers are determined by the management and control needs of the organization or organizations involved, the nature of the project itself and its area of application. (*Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK Guide) (5<sup>th</sup> ed.) (2013 p.38).*)

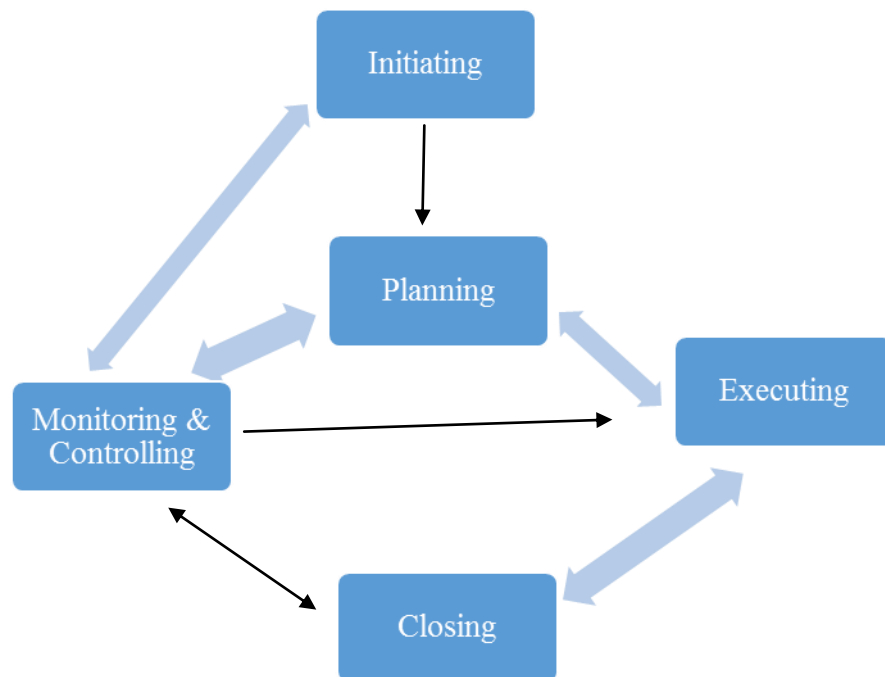
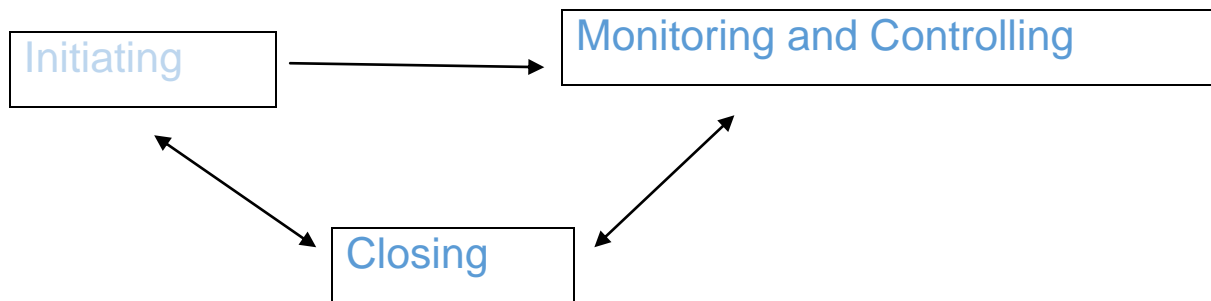


Figure 2 showing different stages in the lifecycle of a Project (own elaboration).

Within the NDFD, projects are initiated and planned by the Sponsor. The project is executed by either the training, support services or finance department, depending on the type of project implemented. Monitoring and control is done by the staff of the NDFD with input from the Sponsor. And the project is closed by the NDFD staff with consultation from the Sponsor.



*Figure 3 showing NDFD's Project life cycle when projects are sponsored by external companies and implemented by the NDFD. (Own elaboration)*

## 2.2.4 Project management processes

Project management processes ensure the effective flow of the project throughout its life cycle. (*Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK Guide) (5<sup>th</sup> ed.) (2013 p.47).*)

**Chart 2 Project processes** (*own elaboration*)

Process Groups	Major Goal	Major Outcome
Initiating	During the Degree Graduation Seminar, the project is defined and has to be authorized by the NDFD.	Project Charter
Planning	General and specific objectives have been developed. A WBS has been developed. A schedule for the project has been designed. The theoretical and methodological framework are to be designed.	Project Management Plan



Executing	During this stage, research, interviews, surveys will be conducted with the tutoring process.  There will be reading by reviewers	Document showing the results of the analysis of the NDFD's current situation  A map showing standardized processes and activities  Maturity Assessment plan  Organizational Structure
Monitoring and Controlling	Reviewing by reader 2: adjustments and re-adjustments	Change requests for corrective actions
Closing	Presentation to Board Examiners	Project is accepted by the Review Board and document lessons learned.

Project management processes are not being systematically followed through at the NDFD; the reason this research is being conducted.

### 2.2.5 Project management knowledge areas

As stated in the *Project Management Institute: A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5<sup>th</sup> edition*, there are forty-seven (47) project management processes that are further grouped into ten separate knowledge areas.

A knowledge area represents a complete set of concepts, terms and activities that make up a professional field, project management field or area of specialization. These knowledge areas are used on most projects most of the time.

As supporting elements, the knowledge areas provide a detailed description of the process inputs and outputs along with the descriptive explanation of tools and techniques most frequently used within the project management processes to produce each outcome. (*A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5<sup>th</sup> edition on page 60*).

The knowledge areas relevant to this project are as follows:

- Project Integration Management – This includes the processes and activities to identify, define, combine, unify and coordinate the various processes and project management activities within the project management process groups. (*A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th edition p. 63*). In this knowledge area, the project charter is developed. (See FGP Charter on Appendix 1)
- Project Scope Management – Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. The Guide further states that managing the project scope is primarily concerned with defining and controlling what is and is not included in the project. In this knowledge area, the Work Breakdown Structure (WBS) is created. (See FGP WBS on Appendix 2) (*A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th edition p. 105*)
- Project Time Management – This knowledge area includes the processes required to manage the timely completion of the project. (*A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th edition p. 141*). The project in question will last 130 days. (See FGP Schedule on Appendix 3)

- Project Cost Management – According to *A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th edition p. 193*, Project Cost Management includes the processes involved in planning, estimating, budgeting, financing, funding, managing and controlling costs so that the project can be completed within the approved budget. An estimated cost has been developed for this Project. The estimated Project is \$50,973.30 (see *Budget on FGP Charter on Appendix 1*).
- Project Human Resource – According to *A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th edition p. 155*, the project human resource management includes the processes that organize, manage and lead the Project team. The Guide further states that the Project Team is comprised of the people with assigned roles and responsibilities for completing the Project. A RACI (Responsible, Accountable, Consult, Inform) Chart has been developed for the said project. (See *Appendix 4*)
- Project Communication – Project Communications Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information. (*A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th edition p. 287*). A communication's matrix has been developed for ease of communication and can be found in Appendix 5.
- Project Risk Management – Project risk management includes the processes of conducting risk management planning, identification, analysis, response planning and controlling risk on a Project. (*A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th edition p. 309*). Qualitative risk analysis will be used to determine the probability and the impact of the risks for

this Project. A rating table (see appendix 6) will be used to interpret the risks associated with this project.

- Project Procurement Management – Project procurement management includes the processes necessary to purchase or acquire products, services, or results needed from outside the Project team. (*A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th edition p. 355*). The project in question involves an implementation plan therefore there will be no direct procuring of a product, however, professional services will be acquired from the Government of the Commonwealth of Dominica involved in project management.
- Project Stakeholder Management – Project stakeholder management includes the processes required to identify the people, groups or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the Project and to develop appropriate management strategies for effectively engaging stakeholders in Project decisions and executions. (*A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th edition p. 391*). *The Stakeholders identified on the Project Charter on Appendix 1 will be managed according to their influence as stated on Appendix 7.*

### **2.3 Project Management Office**

The project management office (PMO) refers to an entity in an organization that is responsible for providing centralized coordinated management and support for projects in the organization. (*Sanghera, P.,Dr. (2010). PMP in Depth, Project Management Professional Study Guide for PMP Exam (2<sup>nd</sup> ed.) Boston, MA: Stacy L. Hique p. 40*).

The primary function of the PMO is to support project managers in multiple ways, including the following:

- Coaching
- Uniformity and consistency in standards
- Resource Management
- Communication

### 2.3.1 Types of PMO's

According to the website, pmcrunch.com, there are three different types of PMO's:

#### 2.3.1.1 Supportive PMO

The PMO generally provides support in the form of on-demand expertise, templates, best practices, access to information and expertise on other projects. This can work in an organization where projects are done successfully in a loosely controlled manner and where additional control is deemed unnecessary.

#### 2.3.1.2 Controlling PMO

In organizations where there is a desire to “reign in” the activities – processes, procedures, documentation, and more – a controlling PMO can accomplish that. Not only does the organization provide support, but it also requires that the support be used.

#### 2.3.1.3 Directive PMO

In this type of PMO the project is taken over by providing the project management experience and resources to manage the project: It is more than just control.

As already mentioned, the NDFD continues to implement projects through different units or departments within the NDFD and none are conforming to Project management guidelines. Therefore, as there are a number of challenges faced by

this method, it will be beneficial to implement a supportive type of project management structure.

Some of the functions to be provided by the PMO are:

- Identifying and developing project management methodology, best practices and standards
- Monitoring compliance with project management standards, policies, procedures and templates by means of project audits
- Coordinating communication across projects

### 3 METHODOLOGICAL FRAMEWORK

#### 3.1 Information sources

Information sources are anything that might inform a person about something or provide knowledge about it. *(Retrieved on September 18, 2016, from en.wikipedia.org).*

##### 3.1.1 Primary sources

Primary sources are defined as first or highest in rank or importance. *(Retrieved on September 18 2016, from [www.dictionary.com](http://www.dictionary.com)).*

Examples of primary sources are:

- People
- Books – a handwritten or printed work of fiction or non-fiction, usually on sheets of paper fastened or bound together within covers. *(Retrieved September 16, 2016 from [www.dictionary.com](http://www.dictionary.com)).*
- Magazines – a publication that is used periodically, usually bound in a paper cover and typically contains essays, stories, poems etc. *(Retrieved September 16, 2016 from [www.dictionary.com](http://www.dictionary.com)).*
- Reports – an account or statement describing in detail an event, situation or the like usually as the result of an observation, inquiry etc. *(Retrieved September 16, 2016 from [www.dictionary.com](http://www.dictionary.com)).*
- E-books – a book or periodical publication made available in digital form, consisting of text, images or both, readable on computers or other electronic devices. *(Retrieved September 16, 2016 from [www.dictionary.com](http://www.dictionary.com)).*

The Primary sources used on the FGP are:

- People – Staff of the NDFD, Board of Directors, Founding members, Individuals from various government and private companies and other funding agencies.
- Books – PMP In Depth Project Management Professional Study Guide for the PMP Exam.
- Magazine – National Development Foundation of Dominica Ltd (NDFD) 30<sup>th</sup> Anniversary Magazine.
- Reports – National Development Foundation of Dominica Ltd 33<sup>rd</sup> Annual General Meeting, 2014 Annual Report.
- E-books – Project Management Institute: A Guide to the Project Management Body of Knowledge (PMBOK Guide) – fifth edition and third edition.

### **3.1.2 Secondary sources**

According to the website [www.library.illinois.edu](http://www.library.illinois.edu), a secondary source of information is one that was created later by someone who did not experience first-hand or participate in the events or conditions under research.

Examples of Secondary sources include:

- Newsletters – the formal statement of a meaning or significance of a word, phrase, idiom etc as found in dictionaries (*Retrieved September 16, 2016, from en.wikipedia.org*).
- Website – a connected group of pages on the World Wide Web regarded as a single entity, usually maintained by one person or organization and devoted to a single topic or several closely related topics. (*Retrieved September 16, 2016, from en.wikipedia.org*).



- Archive – a document or record relating to the activities, business dealings, etc., of a person, family, corporation, association, community or nation. (*Retrieved September 16, 2016, from en.wikipedia.org*).
- Charts – an outline map showing special conditions or facts. (*Retrieved September 16, 2016, from en.wikipedia.org*).

Secondary Sources used on the FGP are:

- Newsletter – Businesses Building Blocks (BBB) 3<sup>rd</sup> Publication – NDFD’s bi-annual newsletter.
- Websites  
– [www.pmc crunch.com](http://www.pmc crunch.com), [www.ucipfg.com](http://www.ucipfg.com), [www.google.com](http://www.google.com), [www.dictionar y.com](http://www.dictionar y.com), [en.wikipedia.org](http://en.wikipedia.org), [www.pmi.org](http://www.pmi.org), [www.library.illinois.edu](http://www.library.illinois.edu)
- Archive – NDFD’s Staff policy handbook
- Charts – NDFD’s Organizational Structure.

**Chart 3 Information sources** (*Retrieved on August 22, 2016, from, UCI FGP Template, August* )

Objectives	Information sources	
	Primary	Secondary
To conduct an organizational project management analysis to determine the project management needs of	<i>A Guide to the Project Management Body of Knowledge</i>	<a href="http://www.pmi.org">www.pmi.org</a> NDFD Staff policy handbook

the NDFD.	<i>(PMBOK Guide) 3rd edition (OPM3 context and framework).</i>	
To outline a process map according to the guidelines established in the PMBOK guide for standardizing processes and activities associated to a PMO.	A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5 <sup>th</sup> edition, Staff from the Government's project management unit	<a href="http://www.pmi.org">www.pmi.org</a>
To conduct a maturity level analysis of the NDFD to determine what type of PMO best suites the Company	NDDF Staff policy hndbook, Staff of the NDFD, Board of Directors. <i>A Guide to the Project Management Body of Knowledge (PMBOK Guide) 3<sup>rd</sup> edition (OPM 3 Model). Project Management</i>	<i>A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5<sup>th</sup> edition</i>

	<i>Institute</i>	
To develop a Human Resource and Communication Plan for defining authority levels as stated in the Organizational Chart of the NDFD	Organizational Structure, Executive Director. <i>A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5<sup>th</sup> edition.</i>	Training Officer

### 3.2 Research methods

The process used to collect information and data for the purpose of making business decision. (*Retrieved on September 17, 2016, from [www.businessdictionary.com](http://www.businessdictionary.com)*).

The research methods used on the FGP are:

- Analytical-Synthetic methods – These are the compilation of articles, data and other important facts that pertain to a project as stated by the website [www.reference.com](http://www.reference.com).
- Inductive-deductive methods – deductive methods are aimed at testing theory and inductive methods are concerned with the generation of new theory emerging from the data. (Retrieved on September 18, 2016, from [www.deborahgabriel.com](http://www.deborahgabriel.com)).
- Experimental methods – According to the website [www.explorable.com](http://www.explorable.com), these are systematic and scientific approaches to research in which the researcher manipulates one or more of the variables and controls and measures any change in other variables.
- Statistical methods – these are using statistics of any kind to gather information.
- Observations – According to the website [www.examples.yourdictionary.com](http://www.examples.yourdictionary.com), observation is the process of watching someone of something.

**Chart 4 Research methods** (Retrieved on August 22, 2016 from UCI  
FGP Template)

Objectives	Research methods				
	Analytical-Synthetic	Inductive-Deductive	Experimental	Statistical	Observations
To conduct an organizational project management analysis to determine the project management needs of the NDFD.	Books and articles were reviewed to determine the needs of the NDFD.	Questionnaires were completed by the staff who were directly involved in current project management process.	Staff were given to implement a small project.	NDFD's archives (AGM Reports, Journals, Reviews etc) were consulted.	The entire Company was observed when specific projects were implemented.
To outline a process map according to the guidelines established in the PMBOK guide for standardizing processes and activities associated to a PMO.	1.Individuals with project management experience were interviewed to provide a guideline 2.The PMBOK Guide was reviewed for standardizing processes.	Project Managers across the Country in Similar Companies were given questionnaire on topic.	Staff were given the opportunity to follow a process map for a small project as outlined by the guidelines.	Journals and reviews from other Projects were consulted.	The Project Management Unit of the Government of Dominica was observed to determine process.
To conduct a	1.The Board	All staff were	Staff within	Previous	The various

<p>maturity level analysis of the NDFD to determine what type of PMO best suites the Company.</p>	<p>of Directors and Management team was consulted to acquire information 2.Current reports, journals, magazines and newsletters were consulted.</p>	<p>presented with questionnaires to gather data.</p>	<p>the departments were presented with scenarios of project management.</p>	<p>reports and magazines were reviewed.</p>	<p>departments were observed during an implementation of projects.</p>
<p>To develop a Human Resource and Communication plan for defining authority levels as stated in the organizational chart of the NDFD.</p>	<p>Individuals employed at various projects at other institutions were interviewed.  The Labor Laws of Dominica, Private Financial</p>	<p>Surveys were given to individuals employed at certain project management units in the country.</p>	<p>This method of research was not used for the research.</p>	<p>NDFD's 1<sup>st</sup> AGM Report was reviewed to understand the organizational structure.</p>	<p>Private companies that are operated as projects were observed to determine structure.</p>

	Institutions and project management units were reviewed.				
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### 3.3 Tools

- Tools are techniques used normally by a project management team to gather information in order to execute a project successfully. (Retrieved on September 16, 2016, from [www.tutorialspoint.com/managment\\_concepts/project\\_management\\_tools.htm](http://www.tutorialspoint.com/managment_concepts/project_management_tools.htm))

The tools used on the FGP are:

- Expert Judgement
- Meetings
- Project Management Information Systems
- Interviews
- Questionnaires
- Surveys
- Observations
- Historical Relationships
- Interpersonal Skills
- Conversations
- Training
- Organization Charts
- Communication Methods
- Data and Information gathering
- Stakeholder Analysis
- Project Management Plan

**Chart 5 Tools** (Retrieved on August 22, 2016, from UCI FGP template)

Objectives	Tools
To conduct an organizational project management analysis to determine the project management needs of the NDFD.	Expert judgement, project management Information System, interviews, questionnaires, surveys, observations.
To outline a process map according to the guidelines established in the PMBOK guide for standardizing processes and activities associated to a PMO.	Expert judgement, project management information system, project management plan.
To conduct a maturity level analysis of the NDFD to determine what type of PMO best suites the company.	Expert judgement, observations, interviews, questionnaires, surveys, meetings, conversations.
To develop a Human Resource and Communication Plan for defining authority levels as stated in the organizational chart of the NDFD.	Expert judgement, meetings, interviews, surveys, observations, interpersonal skills, training, organization charts, communication methods, historical relationships.

### 3.4 Assumptions and constraints

- Assumptions: Something that is accepted as true without question or proof  
.(Retrieved on September 16, 2016, from [www.dictionary.cambridge.org](http://www.dictionary.cambridge.org))



- Constraints: According to the Oxford Living Dictionary, retrieved from the website [www.oxforddictionaries.com](http://www.oxforddictionaries.com), retrieved on November 14, 2016, a constraint is a limitation or a restriction.
  
- The assumptions considered on the FGP are:
  - That the management and staff of the NDFD will provide all the necessary information required to conduct the analysis of the current situation.
  - That the NDFD will support the Final Graduation Project.
  - That if the project is feasible then the NDFD will implement the project.
  - That the project will be able to be conducted within the timeframe specified by the University.
  - That the NDFD will be able to acquire internal human resources for the PMO. There are qualified and experienced staff within the NDFD who will be transferred to the PMO.
  
- The constraints considered on the FGP are: Time and Cost. The project is expected to be completed by February 16, 2017 as stated in the FGP Schedule on Appendix 3. The budget for the project is \$50,973.30 as stated in the Project Charter on Appendix 1.

**Chart 6 Assumptions and constraints** (*Retrieved on September 16, 2016, from UCI FGP Template*)

Objectives	Assumptions	Constraints
To conduct an organizational project management analysis to determine the project management needs of the NDFD.	1. That the Management and staff of the NDFD will provide all the necessary information required to	Schedule: Two months may not be sufficient to perform a thorough analysis

Objectives	Assumptions	Constraints
	<p>conduct the analysis of the current situation.</p> <p>2. That the project will be able to be conducted within the timeframe specified.</p>	
<p>To outline a process map according to the guidelines established in the PMBOK guide for standardizing processes and activities associated to a PMO.</p>	<p>That the process map will be in sync with the mandate of the NDFD.</p>	<p>Schedule: The time allotted for this objective may be insufficient</p>
<p>To conduct a maturity level analysis of the NDFD to determine what type of PMO best suites the Company.</p>	<p>1. That the management and staff of the NDFD will provide all the necessary information required to conduct the analysis of the current situation.</p>	<p>Time: Responses may be delayed by necessary individuals</p>

Objectives	Assumptions	Constraints
	<p>2. That the project will be able to be conducted within the timeframe specified.</p>	
<p>To develop a Human Resource and Communication plan for defining authority levels as stated in the Organizational Chart of the NDFD.</p>	<p>1. That the Management and staff of the NDFD will provide all the necessary information required to conduct the analysis of the current situation.</p> <p>2. That the project will be able to be conducted within the timeframe specified.</p> <p>3. That the NDFD will be able to</p>	<p>Time: Developing a plan for the PMO may take more time than what is allotted since the NDFD first need to restructure its operations.</p>

Objectives	Assumptions	Constraints
	provide internally the human resources required for the PMO.	

### 3.5 Deliverables

- Deliverables is a project management term for the quantifiable goods or services that will be provided upon the completion of a project. Deliverables can be tangible or intangible parts of the development process, and they are often specified functions or characteristics of the project. (*Retrieved on September 16, 2016, from [www.investopedia.com](http://www.investopedia.com)*)
- The deliverables as per the specific objectives developed on the FGP are:
  - Document showing the results of the analysis of the NDFD's current situation and project management needs
  - A map showing standardized processes and activities which includes the nine knowledge areas
  - Maturity level analysis and the type of PMO that best suits the NDFD
  - A Communications and Human Resource plan

**Chart 7 Deliverables** (Retrieved on August 22, 2016, from UCI FGP Template)

Objectives	Deliverables
To conduct an organizational project management analysis to determine the project management needs of the NDFD.	Document showing the results of the analysis of the NDFD's current situation and project management needs.  The document showed what level the NDFD was in terms of project management.
To outline a process map according to the guidelines established in the PMBOK guide for standardizing processes and activities associated to a PMO.	A process map showing standardized processes and activities.  That document presented a guide on standardized processes.
To conduct a maturity level analysis of the NDFD to determine what type of PMO best suites the Company.	Maturity Assessment Analysis.  The analysis state the type of PMO best suited for the company.
To develop a Human Resource and Communication plan for defining authority levels as stated in the Organizational Chart of the NDFD	Human Resource and Communication Plan.

## 4 RESULTS

### 4.1 Needs Analysis

In order to determine the project management needs of the National Development Foundation of Dominica Ltd, an organizational project management analysis was conducted. The following research methods were used:

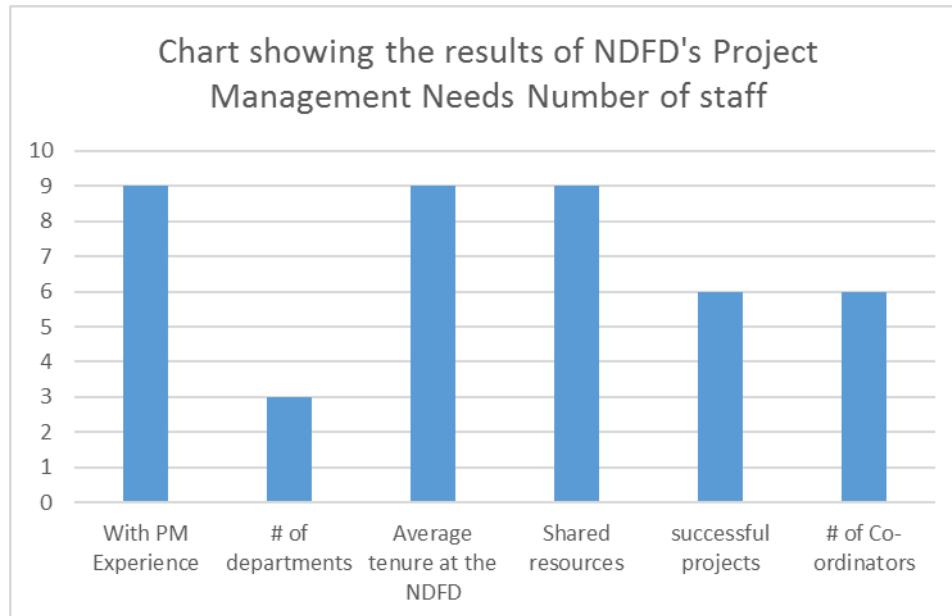
An observation was carried out whereby the NDFD organized a three-day Green Tech start-up boot camp project. The project targeted existing and aspiring entrepreneurs who incorporated green technology in the field of water waste management, energy and resource use efficiency, sustainable agriculture and renewable energy into their businesses. There were four staff members from the business development, business support services unit and administrative departments, directly involved in the organization and implementation of the project. Two months prior to kick off, the team did promotional activities in order to attract participants, organized travel and accommodation for the facilitators, designed programs and reward packages and they sought mentors and a speaker for the day. Since they all hold duties within their functional departments, they had to either limit or abandon their roles in order to focus on the project.

The NDFD past Annual Reports, Journals and Anniversary Magazines were perused in order to determine how projects were implemented in the past. It revealed that depending on the duration of the projects, specific staff members were seconded to that project for that time and after the completion, they would revert to their normal functional duties. Statistics revealed that those projects implemented that way had a higher success rates than those whereby staff are in between roles.

Questionnaires were also presented to nine members of staff who have been directly involved in either organizing and/or implementing projects.

The results revealed that although all have had project management experience, none were certified nor qualified in the field of project management. They were all members of three different departments within the NDFD and informed that they had to totally ignore or limit their duties in their normal functional departments in order to implement the project. Out of the nine staff who were given the questionnaire, six stated that they served in the capacity of Project Co-coordinator for different projects. The chart below shows details of the questionnaire.

**Chart 8 results of questionnaire** (*own elaboration*)



*Please see in appendix 8 a copy of the questionnaire presented.*

As part of the research methods, the Finance Manager of the NDFD, Mr. Fidel Grant was interviewed to determine the project management needs of the NDFD. In his response, he highlighted the fact that projects were more successful when staff members were seconded to the projects. He added that if the NDFD intends to continue to implement projects, for it to be successful, they would have to either re-adopt that method which was used

in the past or implement a project management unit within the National Development Foundation of Dominica Ltd.

Government Officials which included the Prime Minister's Chief Technical Officer, the Community Liaison Officer at the Basic Needs Trust Fund, the Project Co-ordinator at the Disaster Vulnerability Reduction Project – a project attached to the Government's Ministry of Health as well as Board of Directors of the NDFD were interviewed to analyze the needs of the NDFD. A general consensus to establish a system to ensure projects are implemented in a controlled environment was the response from the interviewees.

The research further revealed the following:

- Governance – The NDFD is governed by nine individuals who form the Board of Directors. Directions for implementation usually come from them.
- Methodology – The NDFD applies different methodologies for implementation – sometimes European Standards, sometimes American standards and other times, no standards at all.
- Three projects are being implemented currently
- Funding – Funds for projects have been received by both international, local and regional agencies
- Staffing – Nine staff have been called upon to implement different projects
- Training – Three staff have been trained in the field of project management

Many projects within the NDFD continue to fail, are over budget and have missed deadlines. Considering the current situation at the National Development Foundation of Dominica, in order to improve the success rates of projects, it is therefore proposed that an implementation plan for a PMO be established for the NDFD.



## **Future State Vision**

The project management office will serve as a focal point for all projects within the NDFD whilst ensuring that the mandate of the Institution is fulfilled. The functions of the Unit will include, reporting project status to upper management, monitoring and controlling project performance, operating and managing a project information system and promoting project management within the organization. The Unit will be governed by the Board of Directors with direction from the Executive Director of the Foundation. Other stakeholders will be the Government of the Commonwealth of Dominica, the Basic Needs Trust Fund and GEF Small Grants facility. A power/interest stakeholder grid is determined in appendix 7. A permanent number of staff will be assigned to the unit – further details in terms of human resource will be perused in the human resource plan. Senior management will embrace the functions of the Unit and will provide full support to the Unit. A budget, approved by the Board, will be presented to the project manager at the start of every financial year in order to implement projects. The budget will be reviewed periodically to determine appropriateness. The unit will be set up in such a way, so as to create a team environment for staff – open environment. Project management methodologies, templates and tools will form part of the structure for the unit.

Advantages that are expected from having established a PMO, once the functions are embraced by all the stakeholders are as follows:

- Standardized project management processes
- Providing quality assurance for all projects
- Improved project performance
- Alignment of project investment and company strategy
- Increase in accuracy in terms of profit and loss and balance sheets
- Reduction in project overheads and
- Efficient management of company resources

## 4.2 Standardized processes and activities

A process is a set of interrelated actions and activities performed to create a pre-specified product, service, or result. (PMBOK, 2013). The book further states that project management processes ensure the effective flow of the project through its life cycles.

As stated in section 2.2.3, a project has five phases in its life cycle but for the purpose of this research paper we will develop the initiating and planning phases of this project's life cycle.

### **Project Initiation**

The analysis conducted revealed that there is an organizational need for the implementation of a project management office and so the project is defined (as shown in the project charter in appendix 1).

The Board of Directors who are the primary stakeholders provide authority to the project manager to start the project. Funding will also be approved by the Board of Directors.

Other stakeholders identified for the project are:

- The Government of the Commonwealth of Dominica
- The Executive Director
- GEF Small Grants Facility
- Basic Needs Trust Fund
- The Finance Manger
- PMO Staff

A power/interest stakeholder grid is developed in appendix 7 to show the power and interest level of each stakeholder.

The project manager is selected for the project. Chart 1, shows the interpersonal skills of the project manager which is to be selected for the project.

### **Project Planning**

The planning process group consists of those processes performed to establish the total scope of the effort, define and refine the objectives and develop the course of action required to obtain those objectives. (PMBOK, 2016). A Gantt Chart showing the project plan is attached on appendix 12.

### **Scope Management**

The scope of this project is to propose an implementation proposal for the establishment of a PMO for the NDFD.

This will be achieved by the following steps:

- Establish a project team that will support the proposal
- Identify and initiate a pilot project to test the proposal
- Provide training for the necessary personnel
- Communicating project documents to stakeholders

### **Requirements**

Before implementing the proposal, the Executive Director and one member of the Board of Directors will be provided with training on Project Management by an external source. After having acquired training, the necessary personnel will present the knowledge acquired to the other Board members.

## **Schedule Management**

An activity list shown below is designed and will be used as a tool for the project progress. It will take approximately three (3) months to implement the project.

Roles and responsibilities for schedule development are as follows:

The project manager will be responsible for facilitating work package definition, sequencing, and estimating duration and resources with the project team. The project manager will also create the project schedule using MS Project 2007 (on appendix 3) and validate the schedule with the project team, stakeholders and the project sponsor. The project manager will obtain schedule approval from the project sponsor and baseline the schedule. The project team is responsible for participating in work package definition, sequencing, and duration and resource estimating. The project team will also review and validate the proposed schedule and perform assigned activities once the schedule is approved. The project sponsor will participate in reviews of the proposed schedule and approve the final schedule before it is baselined. The project stakeholder will participate in reviews of the proposed schedule and assist in its validation.

## **Schedule Control**

The project schedule will be reviewed and updated as necessary on a fortnightly basis with actual start, actual finish, and completion percentages which will be provided by task owners. The project manager is responsible for holding fortnightly schedule updates/reviews; determining impacts of schedule variances; submitting schedule change requests; and reporting schedule status in accordance with the project's communications plan. The project team is responsible for participating in fortnightly schedule updates/reviews; communicating any changes to actual start/finish dates to the project manager; and participating in schedule variance resolution activities as needed.

### Schedule Changes

If any member of the project team determines that a change to the schedule is necessary, the project manager and team will meet to review and evaluate the change. The project manager and project team must determine which tasks will be impacted, variance as a result of the potential change, and any alternatives or variance resolution activities they may employ to see how they would affect the scope, schedule, and resources.

### Scope Change

Any changes in the project scope, which have been approved by the project sponsor, will require the project team to evaluate the effect of the scope change on the current schedule. If the project manager determines that the scope change will significantly affect the current project schedule, he/she may request that the schedule be re-baselined in consideration of any changes which need to be made as part of the new project scope.

**Chart 9 showing activity list and estimated duration** (*own elaboration*)

Activity #	Activity Name	Activity Description	Responsibility	Est. Activity Duration	Comments
1	Proposal	Delivery of Project proposal to Executive Director	Potential Project Manager	2 days	Presented via hard copy and a summary of proposal
2	Presentation	Presentation of project proposal to the Board of Directors	Executive Director	1 day	To be done at a Board meeting
4	Introduction	Introductory meeting to Staff	Executive Director	1 day	To be presented at a

		giving a summary of the proposal			staff meeting
5	Observation	Board of Directors and Executive Director to observe a model PMO	Executive Director	1 week	A PMO will be identified on the Island
6	Training	Training of two Board of Directors	Potential Project Manager	1 week	To be done externally
7	Training	Training of Project Team	Potential Project Manager	2 weeks	To hire an external facilitator in the field of Project Management.
8	Design	Design and set up PMO	Executive Director with input from Project Manager	1 month	To be done by an external source
9	Implementation Test	Work to begin at the PMO	Project Team		Test run

### **Cost Management**

Since the PMO will be established in one of the units within the NDFD, costs will be minimal. See appendix 12: Cost management plan for implementation.

An estimated budget for establishing the PMO is presented as part of the project charter on appendix 1.

### **Quality Management**

In order to determine, test and verify the quality of the functions of the PMO, a checklist will be designed to gather information. The checklist is to be marked by an internal auditor at periodic times. The PMO will not work in isolation and will therefore pattern the quality of the service provided to its clients in unison with the other departments of the NDFD. To ensure that quality is maintained at the NDFD, a departmental award is to be presented quarterly to the department that exemplifies the highest level of quality. See Quality management plan on appendix 13.

### **Human Resources Management**

As already mentioned, most of the staff of the PMO will be recruited internally. Based on the expert skills of staff members, supervisors will assign them to the necessary job functions of the PMO. At the implementation phase of the PMO, four staff will be assigned to the Unit and will fall under the roles of project manager, communications and monitoring and evaluation specialist, project assistant and project accountant. A complete chart showing roles and responsibilities is further described in chart 10. Each team member will be trained as appropriate. Team building activities and sessions will be provided regularly to maintain a team spirit. See human resource plan in section 4.4.

### **Communications Management**

Communication within the unit will be lateral amongst the team members. The NDFD's internal communication methods will continue to be utilized. Regular monthly meetings will be held amongst team members to provide updates on existing projects. The necessary stakeholders will be provided with up-to-date information on project details depending on the project. A complete communications plan is further developed in section 4.4 on chart 12.

### **Project Risk Management**

All projects are susceptible to risks and the implementation proposal for a PMO at the National Development Foundation is no exception. See appendix 14 for risk management plan and a risk probability scale is developed in appendix 6.

### **Procurement Management**

The supplies and equipment required for the design and implementation of the PMO will be done by the current Finance Manager with input from NDFD's retainer. A contract will be provided to the retainer for the initial set up of the IP stations within the PMO. See appendix 15 showing the procurement management plan.

### **Stakeholder Management**

The stakeholders for the project have already been identified on page 41. In order to manage stakeholders expectations, regular meetings, progress meetings and project's status reports will be communicated as often as possible through the Executive Director. All the stakeholders will be listed on the Stakeholder's register so that all team members are aware of who they are and their power interest.

A template showing the format for an agenda, minutes of meetings and project status reports is attached on appendices 9, 10 and 11.

The following activities will comprise that of the Project Management Office of the National Development Foundation of Dominica Ltd.

- Financial planning – the PMO will present a financial plan showing estimated costs and revenues to the Executive Director.
- Financial reporting – a project tracking device is to be set up for reporting of projects progress



- Project organization and staffing – the PMO is responsible for co-ordinating its staff and its resources
- Scheduling – the team at the PMO is to develop a work plan for each project and for tracking performance
- Risk Management – the PMO will ascertain, monitor and control risks associated with each project
- Scope control – the PMO will ensure that scope is always under control
- Change Management – the PMO will establish a formal change request process
- Communications Management – the PMO will develop and implement a communications plan
- Managing Project Closure – the PMO will ensure that all activities are carried out for effective closure of all projects.

#### **4.3 Maturity level analysis and the type of PMO suited for NDFD**

Organizational Project Management (OPM) is a strategy execution framework utilizing portfolio, program and project management as well as organizational enabling practices to consistently and predictably deliver organizational strategy leading to better performance, better results and sustainable competitive advantage (*Organizational Project Management Maturity Model (OPM3), Knowledge Foundation, Third Edition p.17*). Further, OPM3 is the integration of people, knowledge and processes which are supported by tools across all domains based on the value strategy for the target market.

In order for an OPM3 analysis be carried out at the NDFD, it must be first accepted nationally. The NDFD is still immature in terms of organizational project management. Based on the information gathered in the questionnaires, interviews and observations, the National Development Foundation is still considered to be in the birth or start up phase in the organizational life cycle, although it has organized and implemented many

projects. As the PMO will be a new line of business, the NDFD will utilize OPM3 as a strategy execution framework and a design model.

Per the step by step process of the model as stated on page 24 of the *OPM3 Maturity Model, knowledge foundation, Third Edition*, during the acquire knowledge process whereby the Institution prepared for assessment, the entire staff of the NDFD were brought together in a staff development session to understand the institution's mission, vision and core values. They also understood the Institution's needs, pain points, objectives and available results. The OPM3 model and how it works was introduced to staff. Since there are no OPM3 practitioner and the lack of project management processes within the NDFD, the other steps in the OPM3 cycle could not have been fulfilled.

Since the National Development Foundation of Dominica Ltd is geared towards a holistic approach to small business development, that is from the initial conception of the business idea to providing the credit and then on-going technical assistance to ensure the business succeeds, the best Project Management Office that should be implemented is the Supportive PMO.

The website, [www.projectsart.co.uk](http://www.projectsart.co.uk) states that the Supportive PMO generally provides support in the form of on-demand expertise, templates, best practices, access to information and expertise on other projects and the like.

#### **4.4 Human Resource and Communication Plan**

The human resource management plan, a part of the project management plan, provides guidance on how project human resources should be defined, staffed, managed and eventually released (*A Guide to the Project Management Body of Knowledge (PMBOK Guide) – Fifth Edition p. 264*).

The human resource plan that was developed for the PMO for the National Development Foundation of Dominica Ltd is as follows:

## **STAFFING MANAGEMENT**

### **Staff Acquisition**

The project staff will consist entirely of internal resources. There will be no outsourcing performed within the scope of the project. The Project Manager will negotiate with functional and department managers in order to identify and assign resources in accordance with the project organizational structure. All resources must be approved by the appropriate functional/department manager before the resource may begin any project work.

### **Resource Calendars**

The Project will last for three months. All resources are required before the Project begin. All members of the Project team are expected to work 40 hours per week during implementation.

### **Staff Training**

Staff will be provided training in the field of Project management, team building and change management for a period of two weeks.

### **Performance Reviews**

The project manager will review each team member's assigned work activities at the onset of the project and communicate all expectations of work to be performed. The project manager will then evaluate each team member throughout the project to evaluate their performance and how effectively they are completing their assigned work. Prior to releasing project resources, the project manager will meet with the appropriate functional

manager and provide feedback on employee project performance. The functional managers will then perform a formal performance review on each team member.

### **Recognition and Rewards**

Upon successful completion of the Project, the team will be rewarded with an all-expense paid lunch from the Executive Director. During the achievement of different milestones, the Project manager will provide intrinsic rewards to staff (example flexible work hours and time offs).

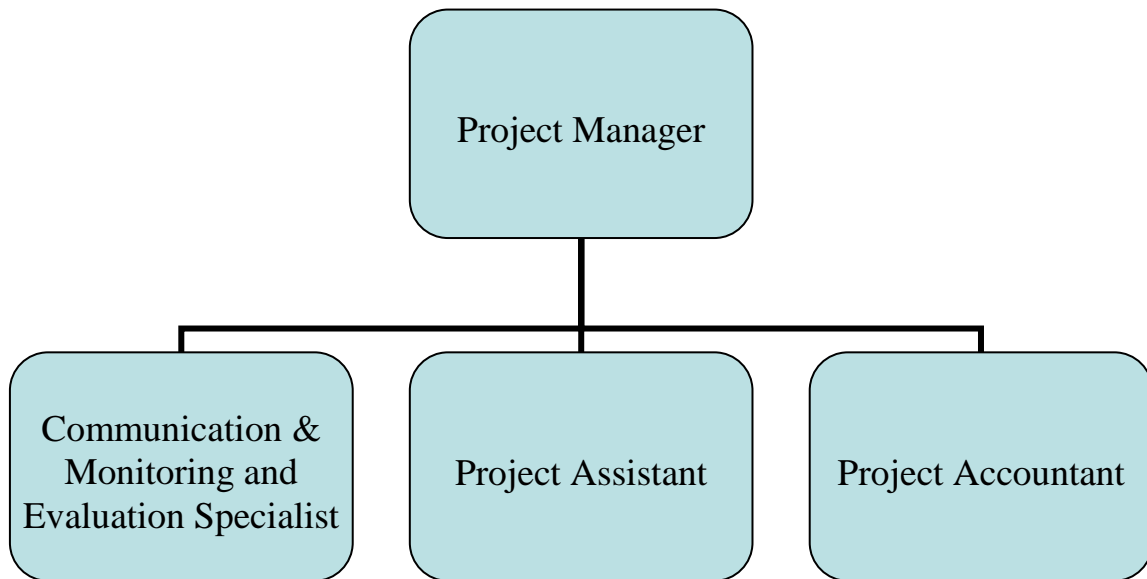
**Chart 10 showing roles and responsibilities** *(own elaboration)*

<b>Name</b>	<b>Roles</b>	<b>Authority</b>	<b>Responsibility</b>	<b>Competency</b>
Sharon Vidal-Francis	Project Manager	Apply project resources  Make decision on behalf of the PMO  Liaise between Stakeholders  Overseer the PMO  Signs Approvals  Accept deliverables	Defines and clarifies project scope  Defines the project plan and schedule  Motivates team Workers  Assigns work And set team direction	Masters in Project Management  Bachelors in Human Resource Management  Certified Project Management Professional  Leadership skills Interpersonal Skills  Negotiation And motivational skills
Carrie Charles Thomas	Communicati ons and Monitoring and Evaluation	Maintains Project resources  Chief liaison	Checks projects progress against objectives  Determines the	Masters in Project Management  Bachelor's in

	Specialist	Between stakeholders	cause of deviations from the plan  Reports project Status  Determines and takes corrective actions	Business Education And Administration  Communications skills  Interpersonal skills
Naomi Romain	Project Accountant	Accountable for monitoring the progress of projects  Investigates Variances  Approves expenses	Creates projects accounts in the accounting system  Maintains project related records  Authorizes the transfer of expenses into and out of project related accounts.	Diploma in Financial Management  Bachelor's in Finance and Accounting  Introductory Skills in Project Management  Analytical skills
Christine Fontaine	Project Assistant	Supports the Project Manager in Implementation of projects	Schedules Appointments  Answers the telephone and the focal contact	Organizational skills  Interpersonal skills

			for the PMO  Handles and Manages corres pondence	Diploma in Business Administratio n Clerical skills
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**Chart 11 showing organizational chart for the PMO (own elaboration)**



Since the stakeholders, as shown on Appendix 7 amount to about five for the Project Management Office of the NDFD, the following chart will show the communications plan for the PMO.



**Chart 12 showing communications plan** (*template from the Disaster Vulnerability Reduction Project, but used own elaboration*)

<b>Audience</b>	<b>Communication Objective</b>	<b>Key Communication Content type/message</b>	<b>Key Communication Channels</b>	<b>Frequency</b>	<b>Responsibility</b>
Board of Directors and Executive Director	Improve Communication and engagement with the PMO	Project updates and progress	E-mails, letters, meetings, office correspondence	As stated by project objectives	Project Manager Project Assistant Monitoring & Evaluation/ Communications Specialist
PMO Staff	Improve Communication and engagement	Mission schedules Updates Feedbacks Lessons learned	Internal e-mails Staff Progress Meetings	Monthly	Project Manager Project Assistant
Government of Dominica	Improve Communication and engagement with the PMO	Issues and Risks facing the project Stakeholder's interests	E-mails Telephone Calls Meetings	Monthly	Project Manager Project Assistant Monitoring & Evaluation Communications Specialist

## 5 CONCLUSIONS

Within the micro-finance industry, small projects require a standardized process for implementation in order to succeed. With a view to better plan, execute, monitor and close projects at the National Development Foundation of Dominica Ltd, a Project Management Implementation proposal was developed. An organizational project management analysis to determine the project management needs of the NDFD was conducted; a process map according to the guidelines set out in the PMBOK for standardized processes and activities of a PMO was outlined; a maturity level analysis to determine what PMO best suites the NDFD was conducted; and a human resource and communications plan was developed for the NDFD. The research study used a combination of methods to include articles, books, reports, statistical information, interviews, questionnaires, surveys and observations to determine its outcome.

The following were the outcomes:

1. There are inconsistencies and there is a lack of thorough planning, communication and knowledge of project management practices.
2. A project management plan is proposed for the implementation of a PMO at the NDFD.
3. The NDFD is immature in terms of organizational project management and therefore in order that an effective OPM3 analysis is carried out, it must be accepted nationally. The Supportive PMO would best suit the needs of the NDFD.
4. The human resource plan incorporated the roles and responsibilities for four staff at the PMO and the communications plan revealed methods, channels and frequency for communicating among the stakeholders.

A further conclusion revealed that a lack of a PMO in the country makes the research paper more challenging.

## **6 RECOMMENDATIONS**

After having conducted the research, it was revealed that there exists a need to implement a supportive PMO within the NDFD, however the following are recommended for successful implementation.

### ***Universidad Para La Cooperacion Internacional (UCI)***

1. More time must be allotted for this research in order to acquire a satisfactory result.
2. Further studies must be carried out specifically with international stakeholders (donor agencies) in order to implement a successful PMO.

### ***Government of the Commonwealth of Dominica***

1. More consultations and discussions are to be engaged in so that the Government understands the role of the NDFD's PMO.
2. A proposal is to be submitted to the Government discussing the benefits of having a PMO established at the NDFD.

### ***Board of Directors of the NDFD***

1. All members of the Board of Directors must be privy to this paper.
2. At least two Directors must be able to understand the role of the PMO.
3. Directors must be able to observe the activities of other PMO's on the Island and decide a way forward for the NDFD.

### ***Executive Director of the NDFD***

1. He must be privy to this paper and a summarized version be presented to the management team and then to the other members of staff.
2. A thorough budget analysis must be carried out for its implementation
3. He must observe the activities of other PMO's and present a proposal to the Board of Directors.
4. The PMO staff must be trained effectively.

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## Appendix 1: Project Charter

PROJECT CHARTER	
<b>Date</b>	<b>Project Name:</b>
August 28 <sup>th</sup> , 2016	Project Management Office (PMO) implementation proposal for the National Development Foundation of Dominica Ltd. (NDFD)
<b>Knowledge Areas / Processes</b>	<b>Application Area (Sector / Activity)</b>
<p><b>Knowledge areas:</b> Integration, Scope, Time, Cost, Quality, Human Resource, Communication, Risk, Procurement, Stakeholders</p> <p><b>Process groups:</b> Initiating, Planning, Executing, Monitoring and Controlling, Closing</p>	Micro Finance Institution
<b>Start date</b>	<b>Finish date</b>
August 28 <sup>th</sup> , 2016	February 28 <sup>th</sup> , 2017
<b>Project Objectives (general and specific)</b>	
<p><b>General objective:</b> To develop a project management office (PMO) implementation proposal for the National Development Foundation of Dominica Ltd, in order to better plan, execute, monitor and close projects.</p> <p><b>Specific objectives:</b></p> <ol style="list-style-type: none"> <li>1. To Conduct an organizational project management analysis to determine the project management needs of the NDFD</li> <li>2. To outline a process map according to the guidelines established in the PMBOK guide for standardizing processes and activities associated with a PMO.</li> <li>3. To conduct a maturity level analysis of the NDFD to determine what gtype of PMO best suits the Company</li> <li>4. To develop a Human Resource and Communication Plan for defining authority levels as stated in the NDFD's Organizational Chart.</li> </ol>	
<b>Project purpose or justification (merit and expected results)</b>	
<p>Currently the National Development Foundation of Dominica Ltd (NDFD) does on an average four to five projects per year and there is no controlled department that is solely responsible for their implementation. Projects are handled by either the Training, Business Support or Finance department and reporting is not standardized. The NDFD also organizes and produces a bi-annual newsletter which can be deemed as a project and this is handled by an adhoc committe. After the completion of the project, the team is disbanded until the preparation for the next publication.</p> <p>Having three different departments responsible for handling projects within the Institution can be problematic because each department manages the project using different methodology and sometimes it is quite difficult to follow through with lessons learned and templates.</p> <p>A Project Management Office (PMO) will benefit the NDFD in that there will be assigned human resources, standardized methodology and will eventually give the Institution a competitive edge over its competitors.</p>	
<b>Description of Product or Service to be generated by the Project – Project final deliverables</b>	
<ol style="list-style-type: none"> <li>1. Document showing the results of the analysis of the NDFD's current situation</li> <li>2. A Map showing standardized processes and activities</li> <li>3. Maturity level analys and the type of PMO that best suites the NDFD</li> <li>4. Human Resource and Communication plan</li> </ol>	

<b>Budget</b>		
<u>Item</u>	<u>Cost (\$) – Eastern Caribbean</u>	
Salaries for 4 staff (Project Manager, Project Officer, Administrative Officer, Accounts Officer)	11,450	
Computers for Staff (\$1,800 X4)	7,200	
Desks for staff (\$1,100 X 4)	4,400	
Chairs for staff (\$400 X 4)	1,600	
Filing Cabinet	1,300	
Electrical Wiring	1,100	
Network Connection (\$700 + (\$104 X 4)	1,120	
Staff Training (\$300 X 10 days)	3,000	
Telephone Service (4 IP Extensions @ \$90)	360	
Supplies	500	
Printer	1,200	
AC Unit (\$2,600 X 3)	7,800	
Tiles	3,516	
Decorations	1,000	
Office Furniture (waiting area)	3,000	
TOTAL	\$48,546	
+5% (Contingencies)	2,427.30	
<b>Final TOTAL</b>	<b>\$50,973.30</b>	
<b>Milestones and dates</b>		
<b>Milestone</b>	<b>Start date</b>	<b>End date</b>
Project Kick Off	October 3 <sup>rd</sup> , 2016	October 4 <sup>th</sup> , 2016
Analysis of Current Situation	October 5 <sup>th</sup> , 2016	October 26 <sup>th</sup> , 2016
Design Process Map	October 28 <sup>th</sup> , 2016	November 18 <sup>th</sup> , 2016
Develop Implementation Plan	November 21 <sup>st</sup> , 2016	December 21, 2016
Presentation of Proposal to Examining Body	January 2 <sup>nd</sup> , 2017	January 3 <sup>rd</sup> , 2016

### Assumptions

- It is assumed that the Management and staff of the NDFD will provide all the necessary information required to conduct the analysis of the current situation
- It is assumed that the NDFD will support the Final Graduation Project
- It is assumed that if the project is feasible then the NDFD will implement the project
- It is assumed that the project will be able to be conducted within the timeframe specified by the University
- It is assumed that the NDFD will be able to acquire internal human resources for the PMO

### Constraints

TIME: The Final Graduation Project process development will need to comply with the dates and times proposed by the University

COST: The assumed and actual cost of the project will be comparable

### Preliminary risks

- If the Management and Staff of the NDFD do not provide the necessary information required for the analysis at an appropriate time then the project will not be completed by the specific time.
- If there is not enough internal staff for the PMO, then there may not be enough money in the Institution's budget to employ additional staff

### Relevant historical information

The National Development Foundation of Dominica Ltd is a non-profit development financial institution which has been in operation for the past thirty five (35) years. The mandate of the NDFD is to alleviate poverty by providing credit, business support and training to small business owners who could not afford credit at the Commercial Banks.

Through partnership with the Government, local, regional and international funding agencies, the NDFD has been given the opportunity to organize and implement small and medium sized projects – to include providing skills training to at-risk youth, Banana Agriculture Measure training to farmers etc - but there is no controlled environment where the processes of project management are implemented.

Although there were once Project Officers, there have not been similar efforts related to this project.

### Stakeholders

## Direct stakeholders:

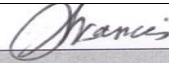
- NDFD's Board of Directors
- NDFD's Executive Director
- NDFD's Finance Manager
- The Government of the Commonwealth of Dominica
- Basis Needs Trust Fund
- Global Environment Facility Small Grants program

## Indirect stakeholders:

- Business Development Officer
- Training Officer
- Business Support Officer

Project Manager: SHARON VIDAL-FRANCIS

Signature:



Authorized by:

Signature:



## Appendix 2: WBS

Level 1	Level 2	Level 3
Final Graduation Project	1. Graduation Seminar	1.1 FGP Deliverables 1.1.1 Charter 1.1.2 WBS 1.1.3 WBS Adjustments 1.1.4 Introduction & FGP Schedule 1.1.5 Theoretical Framework 1.1.6 Methodological Framework 1.1.7 Annexes 1.1.7.1 Bibliography 1.2 Graduation Seminar Approval
	2. Tutoring Process	2.1.Tutor 2.1.1 Tutor Assignment 2.1.2 Communication 2.2 Adjustments of Previous chapters (if needed) 2.3 Developments- Amendments 2.3.1 HR Management Plan 2.3.2 Implementation Plan 2.4 Conclusion 2.5 Recommendation
	3. Reading by Reviewers	3.1 Reviewers Assignment Request 3.1.1 Adjustments of two reviewers 3.1.2 Communication 3.1.3 FGP Submission to reviewers 3.2 Reviewers Work 3.2.1Reviewer 1 3.2.1.1 FGP Reading 3.2.1.2 Reader I Report 3.2.2 Reviewer 2 3.2.2.1 FGP Reading 3.2.2.2 Reader 2 Report
	4. Adjustments	4.1 Report for Reviewers 4.2 FGP Update 4.3 Second Review by Reviewers
	5. Presentation to Board of Examiners	5.1 Final Review by Board 5.2 FGP Grade Report

### Appendix 3: FGP Schedule

Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
<b>Auto Scheduled</b>	<b>Final Graduation Project</b>	<b>130 days</b>	<b>Mon 8/22/16</b>	<b>Thu 2/16/17</b>		
Auto Scheduled	FGP Start	0 days	Mon 8/22/16	Mon 8/22/16		
<b>Auto Scheduled</b>	<b>1,Graduation Seminar</b>	<b>25 days</b>	<b>Mon 8/22/16</b>	<b>Thu 9/22/16</b>	<b>2</b>	
<b>Auto Scheduled</b>	<b>1.1,FGP Deliverables</b>	<b>20 days</b>	<b>Mon 8/22/16</b>	<b>Thu 9/15/16</b>		
Auto Scheduled	1.1.1,Charter	5 days	Mon 8/22/16	Fri 8/26/16		
Auto Scheduled	1.1.2,WBS	5 days	Mon 8/22/16	Fri 8/26/16		
Auto Scheduled	1.1.2.1 Re-submit WBS	3 days	Thu 9/1/16	Sun 9/4/16		
Auto Scheduled	1.1.3,Chapter I. Introduction & FGP Schedule	5 days	Mon 8/29/16	Fri 9/2/16	5,6	
Auto Scheduled	1.1.4,Chapter II. Theoretical framework - NDFD PM Concepts	5 days	Sun 9/4/16	Thu 9/8/16	8,13	
Auto Scheduled	1.1.5,Chapter III. Methodological framework - Surveys, Questionnaires	5 days	Fri 9/9/16	Thu 9/15/16	9	
<b>Auto Scheduled</b>	<b>1.1.6,Annexes</b>	<b>15 days</b>	<b>Mon 8/29/16</b>	<b>Thu 9/15/16</b>		
Auto Scheduled	1.1.6.1,Bibliography	5 days	Fri 9/9/16	Thu 9/15/16	9	
Auto Scheduled	1.1.6.2,Schedule	5 days	Mon 8/29/16	Fri 9/2/16	6,5	
Auto Scheduled	1.2,Graduation Seminar approval,	5 days	Fri 9/16/16	Thu 9/22/16	10,12	
<b>Auto Scheduled</b>	<b>2,Tutoring process</b>	<b>65 days</b>	<b>Fri 9/23/16</b>	<b>Thu 12/22/16</b>		
<b>Auto Scheduled</b>	<b>2.1,Tutor</b>	<b>3 days</b>	<b>Fri 9/23/16</b>	<b>Tue 9/27/16</b>		
Auto Scheduled	2.1.1,Tutor assignent	1 day	Fri 9/23/16	Fri 9/23/16	14	
Auto Scheduled	2.1.2,Communication	2 days	Mon 9/26/16	Tue 9/27/16	17	
Auto Scheduled	2.2,Adjustments of previous chapters (If needed)	5 days	Wed 9/28/16	Tue 10/4/16	17,18	
Auto Scheduled	2.3,Charpter IV. Development - Ammendments to NDFD Policy	47 days	Wed 10/5/16	Thu 12/8/16	19	
Auto Scheduled	2.3.1 HR Management Plan	6 days	Fri 10/14/16	Fri 10/21/16		

Auto Scheduled	2.3.2 Implementation Plan	5 days	Mon 10/24/16	Fri 10/28/16		
Auto Scheduled	2.4,Chapter V. Conclusions	5 days	Fri 12/9/16	Thu 12/15/16	20	
Auto Scheduled	2.5,Chapter VI. Recommendations	5 days	Fri 12/16/16	Thu 12/22/16	23	
Auto Scheduled	Tutor approval	0 days	Thu 12/22/16	Thu 12/22/16	24	
<b>Auto Scheduled</b>	<b>3,Reading by reviewers</b>	<b>15 days</b>	<b>Fri 12/23/16</b>	<b>Thu 1/12/17</b>		
<b>Auto Scheduled</b>	<b>3.1,Reviewers assignment request</b>	<b>5 days</b>	<b>Fri 12/23/16</b>	<b>Thu 12/29/16</b>		
Auto Scheduled	3.1.1,Assignment of two reviewers	2 days	Fri 12/23/16	Mon 12/26/16	25	
Auto Scheduled	3.1.2,Communication	2 days	Tue 12/27/16	Wed 12/28/16	28	
Auto Scheduled	3.1.3,FGP submission to reviewers	1 day	Thu 12/29/16	Thu 12/29/16	29	
<b>Auto Scheduled</b>	<b>3.2,Reviewers work</b>	<b>10 days</b>	<b>Fri 12/30/16</b>	<b>Thu 1/12/17</b>		
<b>Auto Scheduled</b>	<b>3.2.1,Reviewer</b>	<b>10 days</b>	<b>Fri 12/30/16</b>	<b>Thu 1/12/17</b>		
Auto Scheduled	3.2.1.1,FGP reading	9 days	Fri 12/30/16	Wed 1/11/17	30	
Auto Scheduled	3.2.1.2,Reader 1 report	1 day	Thu 1/12/17	Thu 1/12/17	33	
<b>Auto Scheduled</b>	<b>3.2.2,Reviewer</b>	<b>10 days</b>	<b>Fri 12/30/16</b>	<b>Thu 1/12/17</b>		
Auto Scheduled	3.2.2.1,FGP reading	9 days	Fri 12/30/16	Wed 1/11/17	30	
Auto Scheduled	3.2.2.2,Reader 2 report	1 day	Thu 1/12/17	Thu 1/12/17	36	
<b>Auto Scheduled</b>	<b>4,Adjustments</b>	<b>20 days</b>	<b>Fri 1/13/17</b>	<b>Thu 2/9/17</b>		
Auto Scheduled	4.1,Report for reviewers	9 days	Fri 1/13/17	Wed 1/25/17	37	
Auto Scheduled	4.2,FGP update	1 day	Thu 1/26/17	Thu 1/26/17	39	
Auto Scheduled	4.3,Second review by reviewers	10 days	Fri 1/27/17	Thu 2/9/17	39,40	
<b>Auto Scheduled</b>	<b>5,Presentation to Board of Examiners</b>	<b>5 days</b>	<b>Fri 2/10/17</b>	<b>Thu 2/16/17</b>		
Auto Scheduled	5.1,Final review by board	2 days	Fri 2/10/17	Mon 2/13/17	41	
Auto Scheduled	5.2,FGP grade report	3 days	Tue 2/14/17	Thu 2/16/17	43	
Auto	FGP End	0 days	Thu 2/16/17	Thu 2/16/17	44	

Scheduled						
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### Appendix 4: RACI Chart

RACI CHART	TEAM MEMBERS			
<i>Activity</i>	<i>Sharon Vidal-Francis</i>	<i>Naomi Romain</i>	<i>Carrie Thomas</i>	<i>Christine Fontaine</i>
Develop Charter	R	A	C	I
Create WBS	R	C	A	I
Collect Requirements	C	R	A	R
Submit Change Request	I	A	C	R
Implement Project	R	A	C	I

R= Responsible

A= Accountable

C= Consult

I= Inform

### Appendix 5: Communication Matrix

<b>Communication Type</b>	<b>Objective of Communication</b>	<b>Medium</b>	<b>Frequency</b>	<b>Audience</b>	<b>Owner</b>	<b>Deliverable</b>
Kick off Meeting	Introduction of project and team and review of project objectives	Face-to-face	Once	NDFD Board of Directors, Government of Dominica, Executive Director of the NDFD, Project Team	Project Manager	Agenda
Project Team Meetings	Review project status with project team	Face-to-face	Weekly	Project team members	Project Manager	Agenda and Meeting minutes
Implementation of PMO Meeting	Discuss and develop the implementation plan for the PMO	Face-to-face	Fortnightly	Project team members	Project Manager	Agenda
Project Status reports	Reports the status of the project including costs, accomplishments and challenges	Face-to-face, emails	As needed	NDFD Board of Directors, Government of Dominica, and team members	Project Manager	Project Status Reports

### Appendix 6: Risk probability scale

<b>Rating</b>	<b>Schedule</b>	<b>Cost</b>	<b>Quality</b>
5- Very high	Delay in 15 days delivery	Exceeds 15%	The results of the project is questionable
4- High	Delay in 8 days delivery	Exceeds 12%	A lower quality in terms of information is also questionable
3- Moderate	Delay in 5 days delivery	Exceeds 8%	N/A
2- Low	Delay in 3 days	Exceeds 5%	Only minor reduction
1-very low	Delay is insignificant	No difference in cost	Barely notices difference

### Appendix 7: Power/Interest Stakeholder Grid

<b>High Power/Low Interest – Keep Satisfied</b> - Government of Dominica	<b>High Power/ High Interest – Manage Closely</b> - Executive Director - Board of Directors
<b>Low Power/low interest– Monitor</b> - GEF Small Grants	<b>High Interest/Low power – Keep Informed</b> - Basic Needs Trust Fund - Finance Manager



### Appendix 8: Questionnaire

Hi my name is Sharon Vidal-Francis and I'm in my final stage of completing my Master's degree in Project Management. Please help me complete this questionnaire as it relates to Project Management needs of the National Development Foundation of Dominica Ltd. Thanks much.

1. What is your Job Title? \_\_\_\_\_
2. In What department do you work? \_\_\_\_\_
3. How long have you been employed at the NDFD? \_\_\_\_\_
4. Have you participated in any projects organized or implemented by the NDFD? \_\_\_\_\_
5. What role did you play if yes to the above question? \_\_\_\_\_
6. How did you manage your other duties within your functional department? \_\_\_\_\_
7. How long was the project? \_\_\_\_\_
8. Was the project successful? \_\_\_\_\_
9. If no, please state why not? \_\_\_\_\_
10. What would you have done differently? \_\_\_\_\_
11. Comments: \_\_\_\_\_

## Appendix 9: Sample Agenda for a Kick Off Meeting

Date of Meeting:

Location:

Agenda:

- i. Introduction
- ii. Review the purpose of the meeting
- iii. Meeting goals
- iv. Present project background and purpose
- v. Project goals and objectives
- vi. Ground rules
- vii. Roles and responsibilities
- viii. High level plan
- ix. Next steps
- x. Communications plan expectations
- xi. Issue management and resolution
- xii. Questions
- xiii. Close

### Appendix 10: Sample Minutes of Meeting

Customer:

Project:

Location:

Date:

Time:

Purpose:

Attendees:

CC:

Review of previous action items

<u>Action Item(s)</u>	<u>Who</u>	<u>When</u>
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Discussion Topic

Topic 1.

<u>Action Item(s)</u>	<u>Who</u>	<u>What</u>
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**Appendix 11: Sample project status report**

Date:

Project name:

Client name:

Project Manager:

Prepared by:

Snapshot of project:

<i>Activity</i>	<i>% Complete</i>	<i>Issues</i>	<i>Delivery date</i>	<i>Owner</i>

Status summary:

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## **Appendix 12: Cost Management Plan**

### **INTRODUCTION**

The project manager will be responsible for managing and reporting on the project's costs throughout the duration of the project. During the monthly project status meeting, the Project Manager will meet with the Executive Director to present and review the project's cost performance for the preceding month. Performance will be measured using earned value. The Project Manager is responsible for accounting for cost deviations and presenting the Project Sponsor with options for getting the project back on budget. The Project Sponsor has the authority to make changes to the project to bring it back within budget.

### **COST MANAGEMENT APPROACH**

Costs for this project will be managed at the fourth level of the Work Breakdown Structure (WBS). Control Accounts (CA) will be created at this level to track costs. Earned Value calculations for the CA's will measure and manage the financial performance of the Project.

### **MEASURING PROJECT COST**

Performance of the project will be measured using Earned Value Management. Two earned value matrices will be used to measure the project's cost. The variances are Schedule variance and cost variance.

### **REPORTING FORMAT**

Reporting for cost management will be included in the monthly status report. Change Requests which are triggered based upon project cost overruns will be identified and tracked in this report.

### **COST VARIANCE RESPONSE PROCESS**

The Control threshold for this Project is CPI 0.7 and SPI 0.7. If the Project reaches this threshold a corrective action plan is required. The Project Manager will present the Project Sponsor with options for corrective actions within three business days from when the cost variance is first reported. Within five business days from when the Project Sponsor selects a corrective action option, the Project Manager will present the Project Sponsor with a formal Cost Variance Corrective Action Plan. The Cost Variance Corrective Action Plan will detail the actions necessary to bring the project back within budget and the means by which the effectiveness of the actions in the plan will be measured. Upon acceptance of the Cost Variance Corrective Action Plan it will become a part of the project plan and the project will be updated to reflect the corrective actions.

### **COST CHANGE CONTROL PROCESS**

The cost change control process will follow the established project change request process. Approvals for project budget/cost changes must be approved by the project sponsor.

## PROJECT BUDGET

The Budget for implementing the Project is as follows. The values are in Eastern Caribbean dollars (EC\$)

Item	Detail	Values (\$)
Research	3 months at \$500 per month of research which includes transportation, meals, incidentals	\$1,500
Training for Board of Directors	Two Board of Directors are to be trained for one week at \$500 per day	\$2,500
Training for Project Team	Four team members are to be trained for two weeks at \$350 per day from an external consultant	\$3,500
OPM3 Analysis	A certified OPM3 Consultant would be required to conduct the analysis. This cost include travel, accomodation, per diem and the fee for an analysis to be done within one month.	\$5,000
Contingency	5% of total cost	\$625
<b>TOTAL COST</b>		<b>\$13,125</b>

## **Appendix 13: Quality Management Plan**

### **INTRODUCTION**

The Quality management plan for the implementation proposal to establish a PMO within the National Development Foundation of Dominica Ltd will establish the activities, processes, and procedures for ensuring a quality service upon the conclusion of the Project. The purpose of this plan is to:

- Ensure quality is planned
- Define how quality will be managed
- Define quality assurance activities
- Define quality control activities
- Define acceptable quality standards

### **QUALITY MANAGEMENT APPROACH**

The quality management approach is to ensure that quality is planned for both the service and process of implementing the project. In order to be successful, this project will meet its quality objectives by utilizing an integrated quality approach to define quality standards, measure quality and continuously improve quality.

The quality of the service provided will be defined by the NDFD's current quality standards as stated in the Institution's Mandate. The focus is to ensure that service provided always meets and surpasses customer's expectations.

The Project team will work with the Project manager to ensure that all quality standards are documented. Metrics will be established and used to measure quality throughout the project life cycle. These metrics will include schedule, cost and customer satisfaction. Quality improvement will be identified by any member of the Project.

### **QUALITY REQUIREMENTS**

The quality standards and requirements will be determined by the Project team. These standards will be based on those already set by the NDFD. Clients will be asked to complete an assessment or review sheet at periodic times.

### **QUALITY ASSURANCE**

In order to ensure quality, an iterative process will be used throughout the life of the Project. The Project manager together with the Team will perform assessments at periodic times to ensure that all processes are being correctly implemented and executed. The Project manager will provide day to day quality management and conduct process audits on a weekly basis, monitor process performance metrics, and assure all processes comply with project and organizational standards. If discrepancies are found, the project manager will meet with the Executive Director and review the identified discrepancies.

### **QUALITY CONTROL**

The quality control of this Project focuses primarily on the services and the acceptable performance. The performance standards are in accordance with those already set by the NDFD. All standards for the Project will be documented in the Institutions performance file and reviewed periodically. The Project manager will meet weekly to ensure that performance is being controlled.

**QUALITY CONTROL MEASUREMENTS**

The sheet below will be used by the Project team to conduct and measure quality and will be maintained for use by the team as supporting documents for the project's acceptance.

**Quality Assurance Sheet**

<b>Trial #</b>	<b>Date</b>	<b>Process Measured</b>	<b>Required Value</b>	<b>Actual Measured</b>	<b>Acceptable? (Y/N)</b>	<b>Recommendation</b>	<b>Date Resolved</b>



## Appendix 14: Risk Management Plan

The top three high impact, high probability risks to the Project are:

### **Response from various stakeholders**

Various stakeholders may respond negatively towards implementing the Project.

### **Delay in conducting the OPM3 analysis**

Since the NDFD is not mature enough to conduct the assessment, alot more consultations may be required to conduct the analysis.

### **The amount of training provided may not be sufficient**

As the idea of a PMO is practically new to team and stakeholders, more trainings and observations of a model PMO would be required.

## RISK MANAGEMENT APPROACH

The approach we have taken to manage risks for this project included a methodical process by which the project team identified, scored, and ranked the various risks. The most likely and highest impact risks were added to the project schedule to ensure that the Project manager take the necessary steps to implement the mitigation response at the appropriate time during the schedule. The Project manager will provide status updates on their assigned risks in the fortnightly project team meetings, but only when the meetings include their risk's planned timeframe. Upon the completion of the project, during the closing process, the project manager will analyze each risk as well as the risk management process. Based on this analysis, the project manager will identify any improvements that can be made to the risk management process for future projects. These improvements will be captured as part of the lessons learned knowledge base.

## RISK IDENTIFICATION

During the initial risk identification meeting, risk identification was conducted. Each team member will be provided with notepads so that he can identify as many risks as possible. The Project manager will also conduct expert interviews from experts who have done similar projects in order to identify risks.

## RISK QUALIFICATION AND PRIORITIZATION

In order to determine the severity of the risks identified by the team, a probability and impact factor was assigned to each risk. This process allowed the project manager to prioritize risks based upon the effect they may have on the Project.

## RISK MONITORING

The most likely and greatest impact risks have been added to the Project schedule to ensure that they are monitored during the time the Project is exposed to those risks. During the fortnightly project team meeting the Project manager will discuss the status of the risk. Risks will be monitored throughout the life of the Project.

## RISK MITIGATION AND AVOIDANCE

The risk register for the Project is as follows:

<b>RBS Code</b>	<b>Risk</b>	<b>Cause</b>	<b>Consequence</b>	<b>Probability</b>	<b>Impact</b>	<b>Response</b>
1.1	Negative response from Stakeholders	Stakeholders are not knowledgeable about PMO	20 days delay on Project  Additional cost of \$2,000	Once every month (moderate)	Marginal	Mitigation – provide thorough discussions and consultations.
1.2	Delay in conducting the OPM3 analysis	The NDFD is immature in terms of Project management and organizational project management.  An OPM3 Expert would need to be sought from overseas	3 months delay	Once (High)	Catastrophic	Avoid – OPM3 would have to be nationally accepted prior to it being implemented at the NDFD
1.3	The amount of training may not be sufficient	Some team members have no prior knowledge of Project management	3 weeks delay  Additional cost of \$2,500	Once every 5 weeks (high)	Critical	Accept and provide further training.

## **Appendix 15: Procurement Management Plan**

### **INTRODUCTION**

This Procurement Management Plan sets the procurement framework for this project. It will serve as a guide for managing procurement throughout the life of the project and will be updated as acquisition needs change.

### **PROCUREMENT MANAGEMENT APPROACH**

The Project Manager will provide oversight and management for all procurement activities under this project. The Project Manager will work with the project team to identify all items to be procured for the successful completion of the project. The Project Manager will then review the procurement list prior to submitting it to the Finance Manager and subsequently the retainer.

### **PROCUREMENT DEFINITION**

During the implementation plan, there will be no procurement of any item or service, however during establishing the Project the following procurement items and/or services have been determined to be essential for project completion and success.

- Chairs
- Desks
- Computers
- Filing Cabinets
- AC Unit
- Printer
- Electrical wiring
- Tiles
- Decorations
- Office furniture

### **TYPE OF CONTRACT TO BE USED**

The contract which is to be used is Time and Material Contracts (T&M)

### **CONTRACT APPROVAL PROCESS**

The first step in the contract approval process is to determine what items or services will require procurement from outside vendors. This will be determined by conducting a cost analysis on products or services which can be provided internally and compared with purchase prices from vendors. Once cost analyses are complete and the list of items and services to be procured externally is finalized, the purchasing and contracts department will send out solicitations to outside vendors. Once solicitations are complete and proposals have been received by all vendors the approval process begins. The first step of this process is to conduct a review of all vendor proposals to determine which meet the criteria established by the project team. The sponsor together with input from the Project Manager and the Finance Manager will decide which contract will be accepted.

**DECISION CRITERIA**

The criteria for the selection and award of procurement contracts under this project will be based on the following decision criteria:

- Ability of the vendor to provide all items by the required delivery date
- Quality
- Cost
- Expected delivery date
- Comparison of outsourced cost versus in-sourcing
- Past performance

These criteria will be measured by the Finance Manager and/or the Project Manager.

**VENDOR MANAGEMENT**

The Project Manager is ultimately responsible for managing vendors.

**PERFORMANCE METRICS FOR PROCUREMENT ACTIVITIES**

The following metrics are established for vendor performance for this project’s procurement activities. Each metric is rated on a 1-3 scale as indicated below:

<b>Vendor</b>	<b>Product Quality</b>	<b>On Time Delivery</b>	<b>Documentation Quality</b>	<b>Development Costs</b>	<b>Development Time</b>	<b>Cost per Unit</b>	<b>Transactional Efficiency</b>
Vendor #1							
Vendor #2							

- 1 – Unsatisfactory
- 2 – Acceptable
- 3 - Exceptional

## Appendix 16: Dictum and Credentials



### Office of Academic Affairs Dominica State College

Stockfarm Campus, P.O. Box 2066, Roseau,  
Dominica

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Universidad Para La Cooperacion Internacional  
(UCI) Calle 35, San José  
10101, Costa Rica

February 16, 2017

To Whom It May Concern:

This statement verifies that I have read, thoroughly reviewed and corrected the FGP of Sharon Vidal-Francis entitled "A Project Management Office (PMO) Implementation Proposal for the National Development Foundation of Dominica Ltd." I am a qualified expert practitioner in the field of English Language and Literatures and also certify that the documents presented of my credentials are true and valid documentation to prove my degree qualifications.

I am currently the Registrar and Dean of Academic Affairs at Dominica State College where I have been employed since 2014. I am also the Founder and Director of Create Caribbean Research Institute at Dominica State College, which focuses on academic and technology-based research in the arts, humanities and social sciences.

Please contact me if you have any additional questions.

Sincerely,

A handwritten signature in blue ink that reads "Esprit".

Schuyler K Esprit, PhD

E-mail: [academicaffairs@dsc.edu.dm](mailto:academicaffairs@dsc.edu.dm)

Tel #: 767-255-8139