

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE DEVELOPMENT OF A WEBSITE FOR
THE MINISTRY OF LABOUR GRENADA

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THE REQUIREMENTS FOR THE
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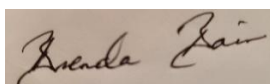
UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

This Final Graduation Project was approved by the University as
partial fulfillment of the requirements to opt for the
Master in Project Management (MPM) Degree

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A rectangular box containing a handwritten signature in dark ink. The signature appears to read "Brenda Bain" in a cursive script.

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DEDICATION

This project is dedicated to my beloved children – Codijah, Dereem and Derique Bain whose love and resilience inspire me every day. You are the reason I strive for excellence and the light that guides my path.

ACKNOWLEDGMENTS

First, I will like to give thanks to God, whose grace, wisdom and strength have guided me throughout this journey. Without divine favor, this project would not have been possible.

To my beloved family and friends, your unwavering support, patience and encouragement have been my foundation. Your belief in me, especially during the most challenging moment, has been a source of strength and motivation.

I extend my deepest appreciation to the Professors, Tutors and Coordinators at the University of International Cooperation (UCI). Your dedication to excellence, insightful guidance and commitment to student success have profoundly shaped my academic and professional growth. Thank you for fostering an environment that inspires learning, critical thinking and perseverance.

ABSTRACT

The objective of this research is to develop a Project Management Plan for the implementation of a website for the Ministry of Labour in Grenada. The plan will outline the scope, objectives, timelines, resources, and stakeholders involved in the project, ensuring a structured and coordinated approach to achieving the project's goals. An updated website is very important for the proper functioning of the Ministry of Labour since it will provide easy access to information on labour laws, policies, and procedures, as well as information on employment opportunities, job training programs, and labour market trends. It can also increase transparency by providing information on the Ministry's activities, plans, and budgets, and allowing citizens to track the progress of projects and initiatives.

Upon completion, this research will produce a Project Management Plan for the Development of a Website for the Ministry of Labour Grenada, consisting of a project charter, scope, schedule, cost, quality, resource, communication, risks, procurement, stakeholders, and the validation of a project in a sustainable and regenerative perspective. This is carried out with the use of quantitative, qualitative, mixed research methods and tools such as meetings, data analysis and expert judgement. An analysis and research methodology will be done to ensure the project's viability.

It is therefore anticipated that the development of a Project Management Plan for the Development of a Website for the Ministry of Labour in Grenada will improve the management and control of project and resources throughout the project's life cycle in an effective manner.

The plan will be tailored to the Ministry's specific needs and requirements, ensuring that the website meets the stakeholders' expectations and is delivered on time, within budget, and to the required quality standards.

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ABBREVIATIONS AND ACRONYMS

CPM	Critical Path Method
ILO	International Labour Organization
ISO	International Organization of Standards
MOL	Ministry of Labour
OECS	Organization of Eastern Caribbean States
OSH	Occupational Safety and Health
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
RBS	Risk Breakdown Structure
SWOT	Strengths Weaknesses Opportunities and Threats
TOC	Theory of Constraints
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY

Grenada's Ministry of Labour is responsible for promoting a fair and safe working environment, protecting the rights of workers, and fostering a productive and competitive labour market. The Ministry's primary objective is to ensure that the labor laws and regulations are enforced, and that employers and employees are aware of and comply with their obligations and rights. The Ministry also provides essential services such as job placement, training, and employment counseling to facilitate employment opportunities and economic growth.

The Government of Grenada recognizes the importance of a well-functioning labour market in driving economic growth, reducing poverty, and improving the overall well-being of its citizens. As such, the Ministry of Labour, Grenada was established to address the labour-related needs of the country. Over the years, the Ministry has worked tirelessly to implement policies and programs aimed at promoting employment, enhancing worker rights, and improving labour market efficiency. The development of a website for the Ministry is a critical step in enhancing transparency, accessibility, and engagement with stakeholders, including citizens, employers, and employees. The website will provide a one-stop-shop for labour-related information, services and resources, further solidifying the Ministry's commitment to promote a fair, productive and competitive labour market.

A Project Management Plan for the website's development will first outline its scope, schedule, budget and needed resources.

This outline will enable the project team to make informed decisions, prioritize tasks and allocate resources efficiently. Hence, the plan will facilitate effective planning, coordinating, monitoring and managing of the project.

It will also ensure that the team will be able to more closely monitor the project's progress, identify and mitigate risks, and deliver a product that fulfills the required quality standards and stakeholder expectations.

The general objective of the Final Graduation Project (FGP) was to create a Project Management Plan for the development of a website for the Ministry of Labour in Grenada. This plan will act as a guide and lead to a successful project. The specific objectives were as follows: (i) To create an integration management plan that ensures all components of the project are properly coordinated; and they are managed to achieve a successful project. (ii) To create a scope management plan that outlines the scope of works required for the successful completion of the project. (iii) To create schedule management plan to ensure the project is completed within the time allotted. (iv) To create a cost management plan that outlines the estimated cost of resources and ensures the project stays within the allocated budget. (v) To create a quality management plan that outlines the quality standards and procedures that will ensure that the project meets the required quality standard. (vi) To create a resource management plan that ensures the right resources are sourced for the successful implementation of the project. (vii) To create a communication management plan that ensures that stakeholders are informed and engaged throughout the

project. (viii) To create a risk management plan that identifies, assesses, manages, controls and mitigates against risks throughout the project. (ix) To create a procurement plan that ensures the procurement of goods and services are fair, transparent and compliant with the Procurement Act. (x) To create a stakeholder management plan that identifies stakeholders' interests, influence and impact on the project.

The Methodological Framework and sources of information - both primary and secondary, were identified and described. Project assumptions, constraints, tools and deliverables were identified and described for each specific objective. This approach ensures improved efficiency and effectiveness, thus significantly increasing the probability of the project's success. It will act as a roadmap that guides the project team through the complexities of managing the project and ensures that objectives are met, risks are managed and resources are effectively and efficiently employed.

The Results Chapter, the researcher developed a project management plan in accordance with the Project Management Institute and will produce subsidiary plans for each knowledge area: integration, scope, time, cost, quality, resource, communication, risk, procurement and stakeholder plans.

As a conclusion, the development of a Project Management Plan for the Ministry of Labour's Website in Grenada represents a strategic initiative to strengthen transparency, accessibility, and stakeholder engagement in the labour market. By aligning with the Project Management Institute's standards and incorporating subsidiary plans across integration, scope, schedule, cost, quality, resources, structured roadmap success. This comprehensive approach ensures that objectives are clearly defined, risks are proactively managed, and resources are efficiently utilized, thereby increasing the likelihood of delivering a high-quality website that supports economic growth, protects workers' rights, and enhances the Ministry's service delivery to citizens, employers and employees.

It is therefore recommended that the Ministry of Labour prioritize continuous stakeholder engagement throughout the website's development and after its launch, ensuring that feedback from employers, employees, and citizens informs ongoing improvements. Adequate training and capacity building should be provided to staff to maximize the website's functionality and sustainability. Furthermore, the Ministry should establish clear monitoring and evaluation mechanisms to track performance, identify emerging risks, and adapt strategies as needed. Finally, integrating modern digital tools such as online job portals, e-learning modules and secure communication channels will enhance the website's relevance and long-term impact, positing the Ministry as a leader in fostering a fair, productive and competitive labour market in Grenada.

1. INTRODUCTION

The main objective of the Project Management Plan for the Development of a Website for the Ministry of Labour is to demonstrate the practical application of the theoretical knowledge, methodologies, and competencies acquired during the Master's in Project Management Programme at the University of International Cooperation. This plan is not only an academic exercise, but as a structured framework that bridges the gap between learning and real-world implementation. By integrating established project management principles with practical tools and processes, the plan seeks to provide a systematic approach to organizing, executing, and monitoring the website development project.

The plan incorporates a series of concepts, models, and templates that have been adapted to the specific institutional context of the Ministry of Labour. These elements are designed to serve as a replicable guide, offering a foundation upon which future projects within the Ministry can be planned and managed more effectively. In this way, the project management plan contributes both to the immediate goal of ensuring the successful development of the website and to the long-term institutional strengthening of project management practices within the Ministry.

1.1. Background

The Ministry of Labour is a Government Institution, which has been in existence for over fifty years. It plays a critical role in the development of the country through the

promotion of harmonious industrial relations, safety and health at the workplace, and employment promotion. The Ministry provides services to the public by providing them with information on the laws that governs employment and labour relations. It exists to serve both the employer and the employee to ensure that there is a stable industrial climate.

Foreign nationals rely on the Ministry to provide them with information on the procedure for obtaining work permits. Presently, the Ministry disseminates information to employers, employees and potential investors primarily over the telephone and through face-to-face interactions with walk-in customers. The Ministry acknowledges that utilizing technological tools can greatly enhance its ability to carry out this responsibility in a more efficient way. Information needs to be far more accessible to the various constituents that would require it, at various times.

In order to enhance its relationship with key stakeholders, and increase public awareness and knowledge, the Ministry must prioritize accessibility of information pertinent to labor laws and regulations.

1.2. Statement of the Problem

The implementation of a user-friendly and informative website for the Ministry of Labour will lead to a 50% increase in online engagement with stakeholders.

Purpose

The project management plan for the development of a website for the Ministry of Labour is a critical component of the Final Graduation Project because it requires the application of knowledge, skills and techniques learned throughout the academic program. This project enables students to demonstrate their understanding of project management principles, tools and methodologies, as well as their ability to apply theoretical concepts and approaches to real-life issues and challenges.

The development of a website for the Ministry of Labour in Grenada is complex and requires careful planning, coordination and execution. It involves managing stakeholders, defining project scope, establishing timelines, allocating resources and mitigating risks. By creating a comprehensive project management plan, one demonstrates their ability to breakdown complex tasks into manageable components, establish priorities and allocate resources effectively.

1.3. General Objective

To create a Project Management Plan for the development of a website for the Ministry of Labour in Grenada.

1.4. Specific Objectives

i) To create an integration management plan to ensure that all components and deliverables of the project are properly coordinated and managed to achieve a successful project.

- ii) To create a scope management plan that outlines the scope of works required for the successful completion of the project.
- iii) To create a schedule management plan to ensure the project is completed within the time allotted.
- iv) To create a cost management plan that outlines the estimated cost of resources and ensures the project stays within the allocated budget.
- v) To create a quality management plan that outlines the quality standards and procedures that ensure the project meets the required quality standard.
- vi) To create a resource management plan that ensures the right resources are sourced for the successful implementation of the project.
- vii) To create a communication management plan that ensures stakeholders are informed and engaged throughout the project.
- viii) To create a risk management plan that identifies, assesses, manages, controls and mitigates against risks throughout the project.
- ix) To create a procurement plan that ensures the procurement of goods and services are fair, transparent and compliant with the Procurement Act.
- x) To create a stakeholder management plan that identifies stakeholders' interests, influence and impact on the project.

2 THEORETICAL FRAMEWORK

INTRODUCTION

In this chapter the theoretical elements for the development of a Project Management Plan for the development of Website for the Ministry of Labour is presented. These theoretical elements serve as a guide to understanding the research objectives and detailing the tools and processes necessary to implement and utilize a Project Management Plan for the successful implementation of this project in Grenada.

2.1 Company/Enterprise Framework

2.1.1 Company/Enterprise Background

The Ministry of Labour (MOL) is a Government Institution, which has been in existence for over fifty years. It plays a critical role in the development of the country through the promotion of harmonious industrial relations, workplace safety and health and employment promotion.

The Ministry provides services to the public by providing them with information on the laws that governs employment and labour relations. It exists to serve both the employer and the employee to ensure that there is a stable industrial climate.

Foreign nationals rely on the Ministry to provide them with information on the procedure for obtaining work permits. Presently, the Ministry disseminates information to employers, employees and potential investors primarily over the telephone and through

face-to-face interactions with walk-in customers. The Ministry acknowledges that utilizing technological tools can greatly enhance its ability to carry out this responsibility in a more efficient way. Information needs to be far more accessible to the various constituents that would require it, at various times.

Emphasis is also placed on public awareness and enhancement of partnership with key stakeholders, through which, the Ministry will provide service to the workers of Grenada.

2.1.2 Mission and Vision Statements

Mission

To provide labour management services with high ethical and professional standards to all stakeholders. Ministry of Labour, *Corporate plan 2024*.

Vision

The leading Public Service organization in the delivery of labour management services. Ministry of Labour, *Corporate plan 2024*.

2.1.3 Organizational Structure

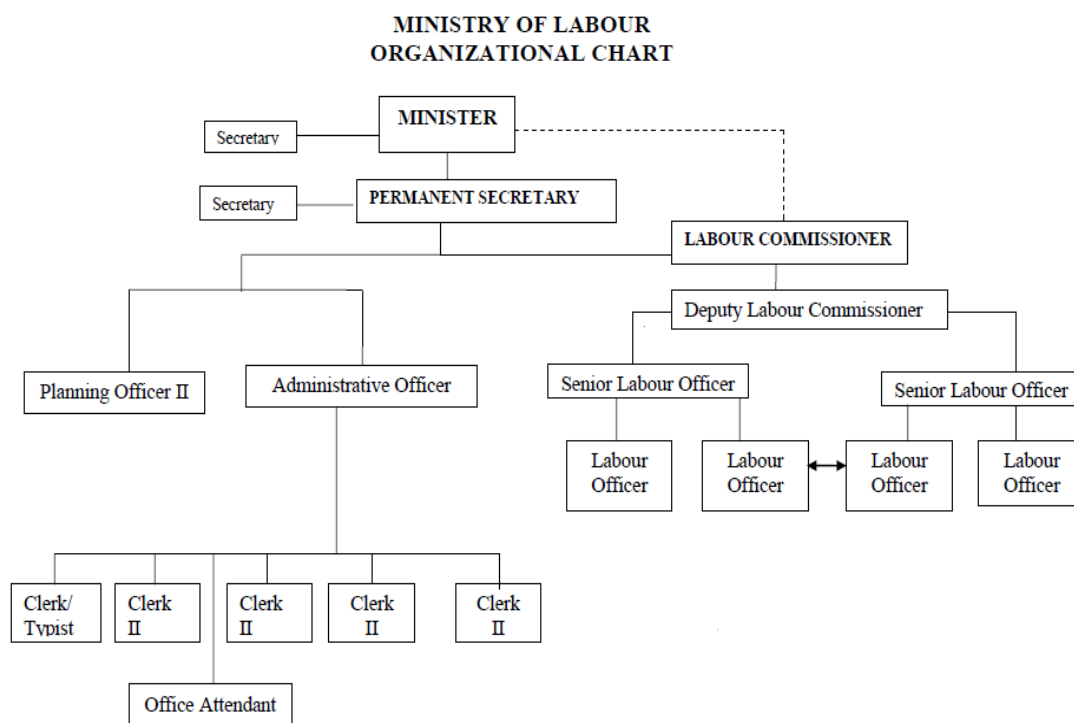
Presently the Ministry of Labour has eighteen (18) employees serving citizens and investors. The Ministry is made up of the Employment Unit, Work Permit Unit, Occupational Health and Safety Unit and Administration. The Project Management Plan for the implementation of a website for the Ministry of Labor, will positively impact on all

Units of the Ministry. Each Unit will have an allocated space on the website that will inform users of their services, procedures and Labour Laws.

Figure 1

Organizational Structure Ministry of Labour Grenada

APPENDIX 5 ORGANISATIONAL CHART



Note: Adapted from the Ministry of Labour Corporate Plan 2024, Grenada

2.1.4 Services Offered

The Ministry of Labour is a service-oriented organization which provides the public with job opportunities on cruise ships and seasonal agricultural work in Canada. The

Ministry may also direct persons to various workplaces to fill vacancies to which they are qualified and may give employers applicants' information so that contact can be made.

Conciliation and mediation services; the Ministry as a Conciliator and Mediator to both unionized workers and non-unionized workers. For the unionized workers they will seek the assistance of the Ministry of Labour when there is a breakdown in the negotiation process and the process has come to a halt. The Union or the Employer (Organization) then seeks the input of the Ministry so that an amicable resolution can be realized.

Work Permits - They are issued to non-nationals who wish to work in Grenada; however, the OECS countries are exempt from obtaining work permits. There are various non-nationals who obtain work permits and the Government receives a substantial amount of revenue from this.

Inspection of workplaces – Officers within the Ministry of Labour carry out Occupational Health and Safety Inspections to various workplaces to ensure that the safety and health of employees are in keeping to Occupational Safety and Health (OSH) standards as directed by the International Labour Organisation (ILO) through Convention No.155.

2.2 Project Management Concepts

2.2.1 Project Management Principles

According to the Project Management Institute (PMI) 2021, project management standards are based on twelve (12) principles of Project Management these principles are outlined in the PMBOK Guide, 7th Edition and include: Stewardship, Team, Stakeholders,

Value, Systems Thinking, Leadership, Tailoring, Quality, Complexity, Risk, Adaptability and Resiliency and Change.

1. **Stewardship:** Demonstrating ethical behavior, being accountable for the project, and making decisions that balance the needs of all stakeholders.
2. **Team:** Fostering a collaborative environment that encourages active participation, open communication and respect for all team members.
3. **Stakeholder Engagement:** Engaging with stakeholders to understand their needs and expectations, and to ensure their needs are met throughout the project.
4. **Value Delivery:** Focusing on delivering value to the organization and its stakeholders through the project by balancing benefits, costs and risks.
5. **Systems Thinking:** Considering the project as a system and understanding how it interacts with its environment to achieve the desired outcomes.
6. **Leadership:** Guiding, motivating, and directing the project team to achieve the project goals and objectives.
7. **Tailoring:** Adapting the project approach, tools and techniques to the specific needs of the project and its stakeholders.
8. **Quality:** Ensuring that the project will meet the required quality standards, by planning, designing and delivering a quality product or service.
9. **Complexity:** Recognizing and addressing the complexity of the project and its environment, by exploring and managing uncertainties and ambiguities.
10. **Risk:** Identifying, assessing, and responding to risks that could impact the project, its stakeholders, or the organization.

11. **Adaptability:** Being flexible and responsive to change, by embracing and incorporating new information and adapting to changing needs and expectations.

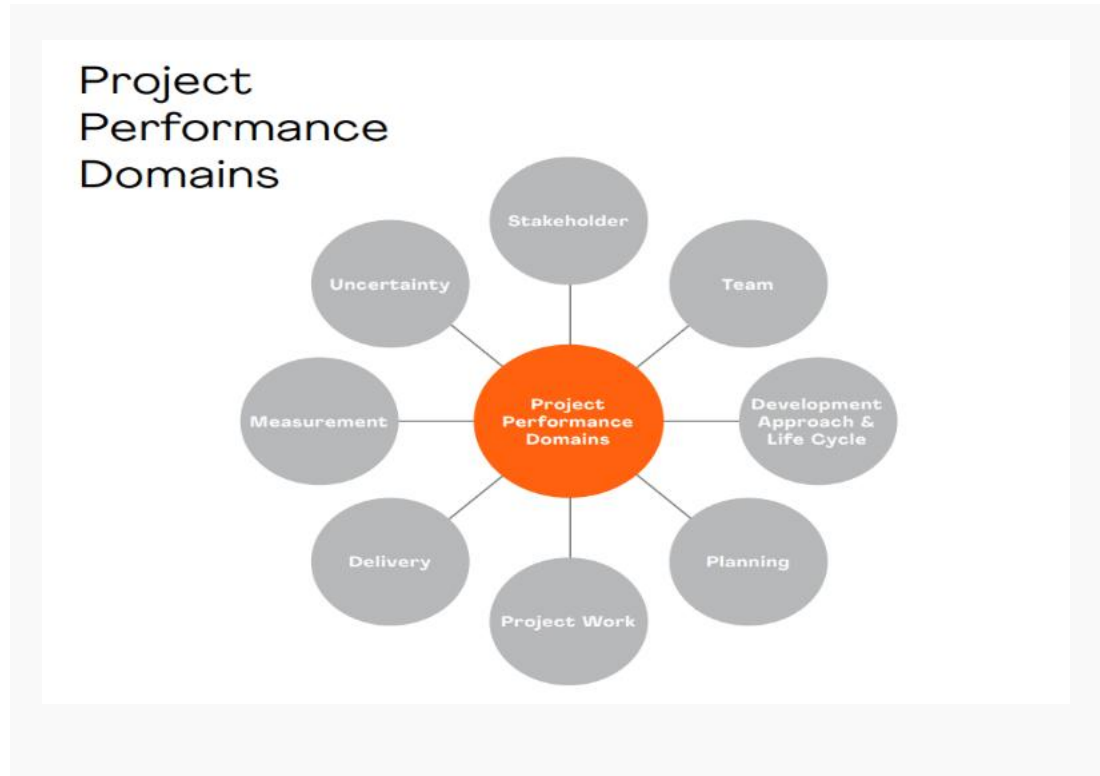
12. **Lessons Learned:** Documenting and sharing knowledge, experiences, and lessons learned during the project, to improve project performance and organizational capabilities.

2.2.2 Project Management Domains

According to the PMI's Guide to Fundamentals of Project Management (2021), project performance domains are essential for effective project realization. These domains are groups of interrelated activities critical to achieving a project's outcome.

The PMBOK Guide defines eight (8) project performance domains, which are: Stakeholders, Team, Development Approach and Life Cycle, Planning, Project Work, Delivery, Measurement and Monitoring, and Uncertainty

These domains serve as a structured system for areas of focus, decisions, and actions for all people involved in a project as illustrated in Figure 2 below:-

Figure 2*Project Management Domains**Note: Adapted from <https://www.pmi.org/>***2.2.3 Predictive, Adaptive and Hybrid Projects**

Predictive Projects are also known as traditional, or waterfall projects are characterized by the following: -

- i) Clear, well-defined scope
- ii) Linear approach that follows a sequential, phase-gate approach
- iii) Detailed planning - the project plan is detailed and comprehensive with clear timelines and budget allocations
- iv) Emphasis is placed on delivering the project on time and within budget

v) Centralized decision making - here decision-making is held by the project manager or small group of stakeholders.

Adaptive Projects are also known as agile projects and are characterized by: -

- i) Iterative and incremental delivery – the project is broken down into smaller manageable chunks.
- ii) Flexible scope – the scope is refined and adjusted as needed, with emphasis on delivering products or services.
- iii) Collaborative and empowered teams – teams work together to deliver the project with a high degree of autonomy and decision-making authority.
- iv) Emphasis on responsiveness – the focus is on responding quickly to change and delivering value to stakeholders through continuous improvement.
- v) Decentralized decision-making – decision-making authority is distributed among team members with a focus on collective ownership and accountability.

Hybrid Projects combine elements of predictive and adaptive approaches to suit the specific project needs. They are characterized as follows:-

- i) Blended approach – the project combines the structure and planning of predictive approaches with flexibility and agility of adaptive approaches.
- ii) Flexibility and predictability - the project aims to balance the need for flexibility and responsiveness with the need for predictability and control.
- iii) Phased approach - the project is broken down into phases, with each phase having a mix of predictive and adaptive elements.

- iv) Iterative and incremental delivery - the project delivers the products or services increments with regular feedback and adjustments.
- v) Collaborative and empowered teams- teams work together to deliver the project with a high degree of autonomy.
- vi) Continuous learning and improvement of the project team - teams reflect on their processes and practices, adjusting as needed to improve outcomes.

2.2.4 Project Management

The administration, direction, or management of a project involves planning, organizing, and controlling resources to achieve specific goals and objectives. Below are three authors' perspectives on project management as well as an analysis and synthesis.

According to Harold Kerzner, a renowned project management expert, "Project management is the planning, organizing, and controlling of resources to achieve specific goals and objectives". Kerzner emphasizes that project management involves integrating people, materials, equipment and services to achieve a common objective. He also notes that project management is a temporary endeavor with a specific start and end date, and that it involves managing uncertainty and risk.

Gary L. Richardson, another prominent project management expert, defines project management as the application of knowledge, skills, tools and techniques to project activities to meet project requirements. Richardson highlights the importance of understanding the project's requirements and stakeholders' needs to deliver a successful

project. He also stresses the need for project managers to possess a range of skills, including communication, leadership and problem-solving skills.

The Project Management Institute (PMI) defines project management as "the application of knowledge, skills, and techniques to execute projects effectively and efficiently". The PMI emphasizes that project management involves managing project constraints, such as scope, schedule and budget, to deliver a successful project. The PMI also notes that project management involves managing project stakeholders, including team members, sponsors and customers to ensure their needs and expectations are met.

Analysis

The three authors agree that project management involves planning, organizing and controlling resources to achieve specific goals and objectives. All three authors emphasized the importance of understanding project requirements and stakeholders' needs to deliver a successful project. Additionally, they stress the need for project managers to possess a range of skills, including communication, leadership and problem-solving skills.

Synthesis

Project management can be defined as the administration, direction, or management of a project, which involves planning, organizing and controlling resources to achieve specific goals and objectives. Effective project management involves understanding project requirements and stakeholders' needs; possessing a range of skills, and managing project constraints to deliver a successful project.

2.2.5 Project Management Knowledge and Processes

In project management, there are 10 knowledge areas and 5 process groups. These knowledge areas and process groups are the foundation of project management, and they're used to guide project managers in planning, executing and delivering successful projects.

According to PMBOK Guide

Knowledge Areas:

1. **Integration Management:** Coordinating all aspects of a project, including developing project plans, directing and managing project work, and monitoring and controlling project changes.
2. **Scope Management:** Defining and managing project scope, including planning, defining, verifying and controlling scope.
3. **Schedule Management:** Developing and controlling project schedules, including planning, defining, sequencing, estimating and controlling project activities.
4. **Cost Management:** Establishing and controlling project budgets, including planning, estimating and controlling costs.
5. **Quality Management:** Planning and implementing quality assurance and control activities to ensure the project meets its quality objectives.
6. **Resource Management:** Planning, organizing, and controlling project resources, including team members, vendors and stakeholders.
7. **Communications Management:** Planning, executing and monitoring project communications, including stakeholder engagement and information distribution.

8. **Risk Management:** Identifying, analyzing, and responding to project risks, including planning, identifying, analyzing, responding to, and monitoring risks.

9. **Procurement Management:** Planning, conducting, and administering contracts and procurements, including planning, conducting and administering contracts.

10. **Stakeholder Management:** Identifying, analyzing, and responding to stakeholder needs and expectations, including planning, identifying, analyzing, and responding to stakeholders.

Process Groups:

1. **Initiating:** Defining project scope, goals, and deliverables, and obtaining stakeholder buy-in.

2. **Planning:** Developing detailed project plans, including scope, schedule, budget and resource allocation.

3. **Executing:** Carrying out project tasks and activities, including directing and managing project execution.

4. **Monitoring and Controlling:** Tracking project progress, identifying and correcting deviations from the plan, and taking corrective action.

5. **Closing:** Formalizing the project completion, documenting lessons learned, and evaluating project success.

These knowledge areas and process groups are the foundation of project management, and they're used to guide project managers in planning, executing, and delivering

successful projects.

Figure 3

Project Management Process Groups

Knowledge Area	Process Groups				
	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration	Develop project charter	Develop project management plan	Direct and manage project work Manage project knowledge	Monitor and control project work Perform integrated change control	Close project or phase
Scope		Plan scope management Collect requirements Define scope Create WBS		Validate scope Control scope	
Schedule		Plan schedule management Define activities Sequence activities Estimate activity durations Develop schedule		Control schedule	
Cost		Plan cost management Estimate costs Determine budget		Control costs	
Quality		Plan quality management	Manage quality	Control quality	
Resource		Plan resource management Estimate activity resources	Acquire resources Develop team Manage team	Control resources	
Communications		Plan communications management	Manage communications	Monitor communications	
Risk		Plan risk management Identify risks Perform qualitative risk analysis Perform quantitative risk analysis Plan risk responses	Implement risk responses	Monitor risks	
Procurement		Plan procurement management	Conduct procurements	Control procurements	
Stakeholder	Identify stakeholders	Plan stakeholder engagement	Manage stakeholder engagement	Monitor stakeholder engagement	

Note: Adapted from PMBOK guide 7th edition, 2021

2.2.6 Project Life Cycle

The project life cycle refers to the series of phases that a project goes through from its initiation to its closure, which includes planning, execution and monitoring to ensure the project achieves its objectives (Kerzner, 2022).

It encompasses all the stages a project passes through, including initiation, planning, execution, and closure, ensuring the delivery of the final product while managing constraints like time, cost, and resources (Schwalbe, 2020).

The project life cycle represents the framework for managing a project from beginning to end, consisting of distinct phases that guide project management processes, ensuring the successful completion of project goals within scope, time and budget constraints (Heldman, 2021).

There are three different types of Project Life Cycles:-

Predictive Life Cycle: Also known as the waterfall approach, this life cycle follows a sequential, phase-by-phase approach. Each phase is completed before moving on to the next one, and there's little flexibility to make changes once a phase is complete.

Adaptive Life Cycle: Also known as the Agile approach, this life cycle is iterative and incremental, with a focus on flexibility and adaptability. The project is divided into smaller iterations, and each iteration builds upon the previous one.

Hybrid Life Cycle: A combination of predictive and adaptive approaches, this life cycle offers a balance between structure and flexibility. It often involves a predictive approach for the overall project framework, with adaptive iterations for specific components.

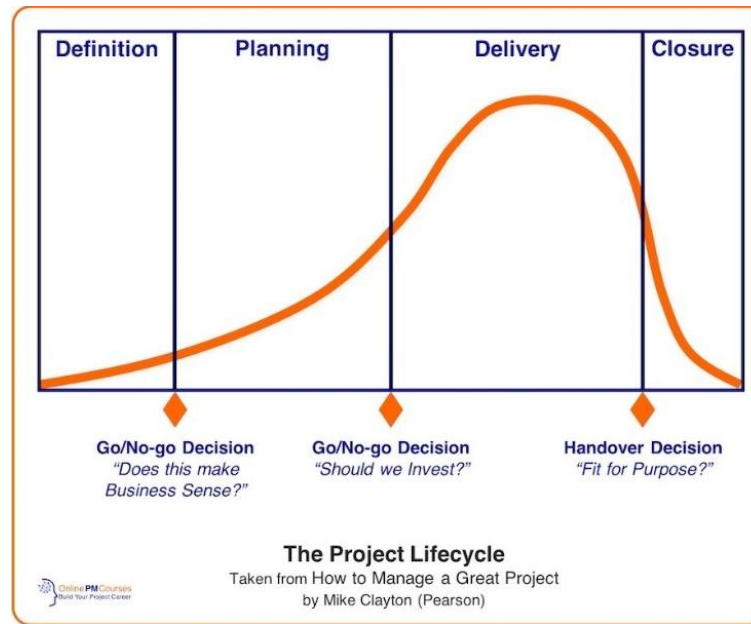
The Project Life Cycle within the Ministry of Labour will guide the management of the project which is the implementation of a website. The predictive life cycle is best suited for a project management plan, for the development of a website, since the project scope, timelines, and requirements are well-defined and fixed from the outset. This approach is often used in traditional waterfall development methodologies, where the focus is on delivering a complete and fully functional product at the end of the project.

Figure 4

Project Life Cycle



Note: Adapted from <https://projectengineer.net/guide-to-the-project-life-cycle/>

Figure 5*Project Life Cycle*

Note: Adapted from <https://onlinepmcourses.com/project-management-for-managers/>

2.2.7 Company Strategy, Portfolios, Programs and Projects Business Strategy

Business strategy refers to the approach and plan adopted by an organization to achieve its goals, with a focus on factors such as marketing and resource allocation.

Business strategy is a comprehensive plan that defines how a company will compete in its chosen market, focusing on value creation, competitive positioning, and achieving long-term objectives (Grant, 2021).

Importance to an organization:

Business strategy is essential for ensuring that an organization can effectively allocate its resources to achieve its goals, maintain a competitive edge, and address market opportunities and threats (Johnson, Scholes, & Whittington, 2020).

Business strategy involves the formulation and implementation of initiatives to ensure an organization's growth and success by managing internal resources and responding effectively to external challenges (Hill, Jones, & Schilling, 2021).

Importance to an organization: A well-defined business strategy helps organizations create long-term value by identifying key areas for growth and ensuring that all aspects of the business work towards common objectives (Barney & Hesterly, 2020).

Portfolio

A portfolio refers to a collection of projects, programs, or initiatives that are managed together to achieve strategic business objectives. It allows an organization to prioritize resources and align investments with its overall goals (Project Management Institute [PMI], 2021).

Importance to an organization:

A well-managed portfolio enables an organization to ensure that resources are allocated efficiently across different projects, maximizing return on investment and minimizing risk (PMI, 2021).

In a business context, a portfolio is the aggregated collection of all investments, projects, and products managed by an organization. It enables senior management to oversee the performance, risk, and alignment with strategic goals (Kerzner, 2022).

Importance to an organization:

Portfolios allow organizations to align their projects with long-term strategic objectives, ensuring that the right projects are undertaken to drive business growth and competitive advantage (Kerzner, 2022).

Program

A program is a collection of related projects managed in a coordinated manner to achieve benefits and control not available from managing them individually. Programs are designed to align with an organization's strategic objectives (Project Management Institute PMI, 2021).

Importance to an organization:

Programs enable organizations to achieve strategic objectives more effectively by ensuring that related projects are aligned and managed in a coordinated way, optimizing resource allocation and increasing efficiency (PMI, 2021).

A program is a group of projects that are interrelated and managed together to optimize performance, resources, and outcomes while supporting organizational goals (Turner, 2022).

Importance to an organization

Managing projects as part of a program allows organizations to realize greater benefits by leveraging synergies between projects, improving overall outcomes, and enhancing decision-making (Turner, 2022).

Projects

A project is a temporary endeavor undertaken to create a unique product, service, or result. It has a defined start and end date, specific objectives, and typically involves a series of tasks and resources (Project Management Institute PMI, 2021).

Importance to an organization:

Projects are crucial for organizations as they are the means by which new products, services and improvements are introduced. They help drive innovation and enable organizations to adapt to changing market conditions (PMI, 2021).

A project is a set of interrelated tasks that must be completed within a defined timeframe, budget, and scope to achieve specific goals and deliverables (Kerzner, 2022).

Importance to an organization:

Projects allow organizations to implement strategic initiatives efficiently by focusing resources on specific objectives, ensuring that goals are met within budget and time constraints, thereby contributing to overall organizational success (Kerzner, 2022).

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

2.3.1 Current Situation of the Problem or Opportunity in Study

Presently, the Ministry operates a website with limited information while there continues to be high demands from the public for additional information. The Ministry should have available to its stakeholders; employees, employers, potential investors, the general public- the following information; job opportunities, background information on the Ministry, the purpose of the Ministry, services offered, Ratified ILO Conventions, Issued Work Permits, Signed Agreements and Number of Strikes.

The implementation of a project management plan for the development of the website for the Ministry of Labour will ensure that the project is delivered in a timely manner, meeting the needs of the public and stakeholders.

Meeting with the management, staff and other stakeholders will ensure that the website has the necessary features needed to have a positive outcome on completion.

2.3.2 Previous Research Done for the Topic in Study

According to PMI (2021), a project management plan is a formal, approved document that defines the scope, objectives, and overall approach for managing a project. It outlines how the project will be executed, monitored, and controlled, ensuring alignment with organizational goals and providing a roadmap for project success.

It is a document that outlines how the project will be managed, monitored and controlled. It is a detailed document that defines the project's objectives, scope, timelines, budget and resource allocation. The plan also outlines the roles and responsibilities of the project team members, stakeholders and sponsors as well as the communication and risk management strategies. It serves as a guide for the project team to ensure that the project is delivered on time, within budget and to the required standards.

As work progresses, there may be deviations at times, however, the project manager will have to ensure that measures are taken to keep the project within schedule. Also, certain risks may arise from time to time, however, risks strategies such as avoidance, transfer and mitigate can be applied.

2.3.3 Other Theories Related to the Topic in Study

When developing a project management plan for a website development project, several theories can provide valuable insights and guidance. The following theories can contribute to a comprehensive plan:

Systems Theory: This theory views a system as an interconnected whole, composed of various components that interact with each other. In the context of website development, systems theory can help identify the different components involved (e.g., coding, design, content creation) and how they interact to produce the final product.

Structuration Theory: This theory, developed by Anthony Giddens, emphasizes the importance of understanding the relationship between agents (individuals or teams) and

the social structures in which they operate. In website development, structuration theory can help teams understand how their actions and decisions are influenced by the project's social structure and how they, in turn, shape the project's outcomes.

Theory of Constraints (TOC): Developed by Eliyahu M. Goldratt, TOC focuses on identifying and managing bottlenecks in a system to optimize overall performance. In website development, TOC can help teams identify and prioritize tasks, allocate resources and manage timelines to ensure the project stays on track.

Scrum Theory: Scrum, a popular agile framework, is rooted in several theoretical foundations, including social contract theory, self-organizing systems, and empowerment theory. Scrum's emphasis on iterative development, flexible prioritization, and continuous improvement can help teams adapt to changing requirements and deliver a high-quality website.

Critical Path Method (CPM): This theory, developed by Morgan R. Walker and James E. Kelley Jr., helps identify the critical tasks that determine the minimum duration required to complete a project. In website development, CPM can assist teams in prioritizing tasks, allocating resources, and creating a realistic project schedule.

Communication Theory: Effective communication is crucial in website development projects, where multiple stakeholders are involved. Communication theory can help teams understand how to facilitate open, transparent, and timely communication to ensure that all stakeholders are aligned and informed throughout the project.

Risk Management Theory: Website development projects often involve risks, such as delays, budget overruns, or technical issues. Risk management theory can help

teams identify, assess, and mitigate risks to minimize their impact on the project.

3. METHODOLOGICAL FRAMEWORK

INTRODUCTION

The methodological framework outlines the approach and guidelines for the implementation of the project. It provides a clear understanding of the research design, data collection and analysis methods, tools and techniques to be employed, as well as assumptions, constraints and deliverables of the project. It is designed to ensure the project is conducted in a systematic, transparent and rigorous manner, and that the findings and conclusions are reliable and valid.

3.1 Information Sources

Information sources refer to materials or channels from which data, facts, or knowledge are obtained for analysis, decision-making or research purposes. These can include primary sources like interviews and surveys, or secondary sources such as books, journals, and databases (Kothari, 2020).

3.1.1 Primary Sources

Primary sources of information are original, unaltered materials that provide direct evidence or firsthand accounts of a particular event, phenomenon, or subject. These sources include original documents, interviews, surveys, and data collected through experiments or observations (Babbie, 2021).

Examples of primary sources are:-

- Experimental data
- Survey responses
- Interviews
- Observations
- Original research data

The primary information sources to be used for the FGP is as follows: -

- Meetings
- Published Books
- Websites

3.1.2 Secondary Sources

Secondary sources of information are materials that interpret, analyze, or summarize primary data. These sources include articles, books, and reviews that discuss or evaluate information originally presented in primary sources, providing context or a broader perspective on the topic (Gray, 2021).

Examples of secondary sources are: -

- Text Books
- Academic Articles
- News Articles
- Documentaries

The secondary information sources to be used for the FGP are as follows and is illustrated in Chart 1 below:-

- Books
- Articles
- Websites

Chart 1

Information Sources

Objectives	Information sources	
	Primary	Secondary
1. To create an integration management plan to ensure that all components and deliverables of the project are properly coordinated and managed to achieve a successful project.	PMBOK Guide Meeting with stakeholders Book Project Integration Management: A Guide to Strategy Execution (Ginger Levin) Meeting with stakeholders	Websites https://asana.com/resources/project-integration-management Book Fundamentals of Project Management (Joseph Heagney)
2. To create a scope management plan that outlines the scope of works required for the successful	PMBOK Guide Meeting with stakeholders Website https://www.pmi.org	Researched data Websites https://www.pmknowledgecenter.com

Objectives	Information sources	
	Primary	Secondary
completion of the project.		
3. To create a schedule management plan to ensure the project is completed within the time allotted.	PMBOK Guide Websites https://www.pmi.org	Websites https://www.pmknowledgecenter.com
4. To create a cost management plan that outlines the estimated cost of resources and ensures the project stays within the allocated budget.	PMBOK Guide Websites https://www.pmi.org	Website https://www.pmknowledgecenter.com Books Cost Management Strategies for Business Decisions (<i>Don R. Hansen & Maryanne M. Mowen</i>)
5. To create a quality management plan that outlines the quality standards and procedures that will ensure that project	PMBOK Guide Websites https://www.pmi.org	Websites https://www.pmknowledgecenter.com Books Fundamentals of Quality Management (<i>David Hoyle</i>)

Objectives	Information sources	
	Primary	Secondary
meets the required quality standard.		
6. To create a resource management plan that ensures the right resources are sourced for the successful implementation of the project.	Websites https://www.pmi.org Books Project Resource Management: Principles, Methods, and Tools (<i>Jacek Szmít</i>) The Fast Forward MBA in Project Management	Websites https://www.pmknowledgecenter.com Books Resource Management for Project Managers (<i>Peter Taylor</i>) Fundamentals of Resource Management (<i>Paul Hopkin</i>)
7. To create a communication management plan that ensures that stakeholders are informed and engaged throughout the project.	Websites https://www.pmi.org Books Project Communication Tools (<i>Elizabeth Harrin</i>)	Website https://www.pmknowledgecenter.com Book The Handbook of Project Communication Management (<i>Dennis Lock</i>)
8. To create a risk management plan that identifies, assesses, manages and mitigates	Websites https://www.pmi.org Books Identifying and Managing Project Risk (<i>Tom Kendrick</i>)	Websites https://www.pmknowledgecenter.com Books Fundamentals of Risk Management (<i>Paul Hopkin</i>)

Objectives	Information sources	
	Primary	Secondary
against risks throughout the project.		
9. To create a procurement plan that ensures the procurement of goods and services are fair, transparent and compliant with the Procurement Act.	Websites https://www.globalsources.com Book Essential Guide to Procurement Management (<i>Douad Jerab</i>) Lessons learned	Websites https://www.supplychaininsights.com Books Strategic Procurement Practice Guide (<i>Ulrich Weigel & Marco Ruecker</i>)
10. To create a stakeholder management plan that identifies stakeholders' interests' influence and impact on the project.	Website https://www.evansinc.com Discussion with staff Books Engaging Stakeholders on Project (<i>Elizabeth Harrin</i>) Discussion with staff	Websites https://www.paymoapp.com/blog/stakeholder-management-plan

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

3.2 Research Methods

Research methods refer to the structured approaches used to collect, analyze, and interpret data to answer research questions. These methods can be quantitative, qualitative, or mixed, and are selected based on the study's objectives and the nature of the data (Ranjit, 2020).

Research methods include the following:-

- Qualitative Research Methods
- Quantitative Research Methods
- Analytical Research Methods
- Descriptive Research Methods
- Primary Research Methods
- Secondary Research Methods

3.2.1 Analytical Method

The analytical research method involves critically analyzing data or existing information to draw conclusions, identify patterns, and explore relationships between variables. This method is used to investigate problems or phenomena by interpreting data and applying logical reasoning (Flick, 2021).

3.2.2 Descriptive Method

The descriptive research method involves systematically observing and documenting the characteristics or behaviors of a phenomenon without manipulating variables. It aims to provide an accurate portrayal of the subject through qualitative or quantitative data collection methods, often using surveys, case studies, or observational techniques (Creswell, 2021).

3.2.3 Qualitative Method

The qualitative research method focuses on exploring and understanding the meanings, experience and perspectives of individuals or groups. It typically involves data collection techniques such as interviews, focus groups, and observations to gather in-depth insights into social phenomena (Braun & Clarke, 2021).

3.2.4 Quantitative Method

The quantitative research method involves the collection and analysis of numerical data to identify patterns, relationships, or trends. It typically uses statistical tools to test hypotheses and measure variables, allowing researchers to draw objective conclusions based on data from surveys, experiments, or existing datasets (Creswell & Creswell, 2020). The research methods to be used in the FGP will be as follows and are illustrated in Chart 2 below:

- Analytical
- Descriptive
- Qualitative
- Quantitative

Chart 2

Research Methods

Objectives	Research Methods			
	Analytical Research	Descriptive Research	Quantitative Research	Qualitative Research
1. To create an integration management plan to ensure that all components and deliverables of the project are properly coordinated and managed to achieve a successful project.		Data from internet sources		Interviews will be conducted to obtain information relevant to the project.
2. To create a scope management plan that outlines the scope of works required for the successful completion of the project.				Information from the PMBOK guide will be used to get a better understanding of concepts
3. To create a schedule management plan to ensure the project is completed within the time allotted.	Information from previous reports	Available data from internet sources	Empirical data would be collected.	Information from the PMBOK guide will be used to better understand concepts
4. To create a cost management plan that outlines the estimated cost of resources and ensures the project stays within the allocated budget.	Information from previous reports	Available data from internet sources	Empirical data would be collected.	Information from the PMBOK guide will be used to better understand concepts

Objectives	Research Methods			
	Analytical Research	Descriptive Research	Quantitative Research	Qualitative Research
5. To create a quality management plan that outlines the quality standards and procedures that will ensure that project meets the required quality standard.	Information from previous reports	Available data from internet sources	Empirical data will be collected	Information from the PMBOK guide will be used to better understand concepts
6. To create a resource management plan that ensures the right resources are sourced for the successful implementation of the project.	Information from earlier reports would be evaluated.	Data from internet sources	N/A	Information from the PMBOK guide will be used to better understand concepts
7. To create a communication management plan that ensures that stakeholders are informed and engaged throughout the project.	N/A	Available data from internet resources.		N/A
8. To create a risk management plan that identifies, assesses, manages and mitigates against risks throughout the project.	Meetings Interviews and surveys to identify risks that may affect the project positively or negatively.	Information analyzed	Develop a probability and Impact matrix Quantitative assessment to be drawn	Information from the PMBOK guide will be used to better understand concepts
9. To create a procurement plan that ensures the procurement of goods and services are fair, transparent and compliant with the Procurement Act.	Meetings with Procurement staff will aid in the development of the Procurement Plan	Analyzing information in order to select the best vendor.	N/A	Information from the PMBOK guide will be used to better understand concepts

Objectives	Research Methods			
	Analytical Research	Descriptive Research	Quantitative Research	Qualitative Research
10. To create a stakeholder management plan that identifies stakeholders interests, influence and impact on the project.	Meetings and other stakeholder analysis techniques	Analytical research will be held in order to categorize stakeholders as to their interest and power.	N/A	Information from the PMBOK guide will be used to better understand concepts

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

3.3 Tools

According to A Guide to the Project Management Body of Knowledge (PMBOK Guide) Seventh Edition. A tool “is something tangible such as a template or software programme, used in performing an activity to produce a product or result.”

The summary of tools used for the Final Graduation Project is illustrated in Chart 3 below:-

- **Meetings:** these are held with stakeholders to ensure that everyone is aligned, informed and working towards project’s success.
- **Expert Judgment:** this is the process of seeking insights, opinions or recommendations from individuals who have specialized knowledge, skills, or experience in a particular field.
- **Interviews:** this is a method of collecting information through direct interaction with individuals. In research or project management contexts, interviews are used to obtain qualitative information such as insights, opinions or experiences from participants.

- **Document Analysis:** is a research method used to gather information from existing documents. It involves reviewing, interpreting, and analyzing written, visual, or multimedia materials to extract relevant data.
- **Analytical Techniques:** these are methods used to examine, interpret, and make sense of data or information in a systematic way. These techniques help to draw conclusions, identify patterns, and support decision-making based on evidence.
- Project Management Software -
- **Cost Aggregation:** Cost aggregation is the process of combining individual costs from different project components or work packages to create a total project cost estimate.
- **Forecasting:** this is the process of predicting future outcomes or trends based on historical data and analysis of current conditions.
- **Inspection:** this is the process of examining or evaluating a product, service, or process to ensure it meets specified standards or requirements.
- **Quality Metrics:** these are measurable indicators used to assess the quality and performance of a product, service, or process against predefined standards or criteria.
- **Organizational Chart:** Is a visual representation of the structure of an organization, showing the relationships and hierarchy between different roles, departments, and individuals.

- **Communication Methods:** are the various ways through which information is exchanged, such as verbal, written or digital communication, within an organization or between individuals.
- **Risk Probability & Impact Assessment:** this is the process of evaluating the likelihood of a risk occurring and the potential effect it could have on project objectives, helping prioritize risk management efforts.
- **Cause & Effect Diagram:** This is a visual tool used to identify and analyze the root causes of a specific problem or effect.
- **Estimates:** Are approximations or forecasts of the resources, time, or costs required to complete a project or task, based on available information.

Chart 3

Tools

Objectives	Tools
1. To create an Integration Management Plan	Expert Judgment Meetings
2. To create a Scope Management Plan	Interviews Expert Judgment Meetings Product Analysis
3. To create a Schedule Management Plan	Analytical Techniques Expert Judgment Project Management Software
4. To create a Cost Management Plan	Expert Judgment Cost Aggregation, Analytical Techniques Forecasting

Objectives	Tools
5. To create a Quality Management Plan	Inspection Quality Metrics
6. To create a Resource Management Plan	Organizational Chart
7. To create a Communication Management Plan	Communication methods Expert Judgment Meetings
8. To create a Risk Management Plan	Meetings Expert Judgment Risk categorization, Risk Probability and Impact Assessment, Cause and effect diagram
9. To create a Procurement Management Plan	Meetings Estimates
10. To create a Stakeholder Management Plan	Meetings Stakeholder Analysis Expert Judgment

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

3.4 Assumptions and Constraints

Assumption

According to A Guide to the Project Management Body of Knowledge (PMBOK Guide) Seventh Edition. An assumption is “a factor that is considered to be true, real or certain without proof or demonstration.”

Constraint

According to A Guide to the Project Management Body of Knowledge (PMBOK Guide) Seventh Edition. A constraint is “a limiting factor that affects the execution of a project, program, portfolio, or process.”

Chart 4
Assumptions & Constraints

Objectives	Assumptions	Constraints
1. To create an Integration Management Plan	Clear understanding of the organization's strategic objectives.	Potential technical challenges of integrating the new website with existing systems.
2. To create a Scope Management Plan	Equipment to be sourced is available	Omission of elements may cause the project to prolong.
3. To create a Schedule Management Plan	The project team will work the required hours in order to ensure that project is delivered on time	The unavailability of information may cause the project to delay .
4. To create a Cost Management Plan	The estimated cost for the project remains constant.	Cost overruns will require approval from the project sponsor .
5. To create a Quality Management Plan	Quality standards are identified.	Compliance with organizations IT Security Policy which may require additional quality control measures.
6. To create a Resource Management Plan	The number of staff is available carry out tasks.	Non-availability of staff at times.
7. To create a Communication Management Plan	Team members have access to the necessary communication tools for the	Communication Plan unable to identify all technologies available.

Objectives	Assumptions	Constraints
	execution of the tasks.	
8. To create a Risk Management Plan	Potential risks identified and mitigation systems put in place.	The project does not allow for allocation of additional resources.
9. To create a Procurement Management Plan	Project team has a list of pre-approved vendors and suppliers.	The organization's mandatory procurement process may lengthen the procurement timeline.
10. To create a Stakeholder Management Plan	Stakeholders identified.	Limited access to stakeholders which may limit the team's ability to obtain timely approvals.

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

3.5 Deliverables

According to the *PMBOK® Guide* (7th edition), a deliverable is any unique and verifiable output, such as a product, result or service; that must be produced to complete a project or part of a project (Project Management Institute [PMI], 2021).

For this FGP, the deliverables will be as follows: -

- An Integration Management Plan;
- A Scope Management Plan;
- A Schedule Management Plan;
- A Cost Management Plan;

- A Risk Management Plan;
- A Communication Management Plan;
- A Quality Management Plan;
- A Resource Management Plan
- A Procurement Management Plan
- A Stakeholder Management Plan;

Chart 5

Deliverables

Objectives	Deliverables
1. To create an Integration Management Plan	Integration Management Plan
2. To create a Scope Management Plan	Scope Management Plan
3. To create a Schedule Management Plan	Schedule Management Plan
4. To create a Cost Management Plan	Cost Management Plan
5. To create a Quality Management Plan	Quality Management Plan
6. To create a Resource Management Plan	Resource Management Plan
7. To create a Communication Management Plan	Communication Management Plan
8. To create a Risk Management Plan	Risk Management Plan
9. To create a Procurement Management Plan	Procurement Management Plan
10. To create a Stakeholder Management Plan	Stakeholder Management Plan

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4 RESULTS

INTRODUCTION

The Results Analysis Chapter analyzes how the specific objectives, and the application of Project Management Processes of the Website Development Project can be effective and efficient in producing a Project Management Plan for managing project activities in Ministry of Labour from inception to completion, with the confidence of achieving higher project success.

4.1. Integration Management Plan

Project integration management involves the processes and activities needed to identify, define, combine, unify, and coordinate the various processes and project management activities, within the project management process groups. It ensures that all aspects of the project are aligned and work together effectively to achieve the project goals (Project Management Institute, 2021).

4.1.1 Initiating Process Group - Develop Project Charter

A Project Charter falls under the initiating process group of project integration management and according to the Project Management Institute. The Integration Management Plan will have a project charter which is a formal document that authorizes the project manager to initiate and lead the project. It outlines the project's objectives, scope, stakeholders and key deliverables; ensuring that everyone involved has a clear understanding of the project's goals and how they will be achieved (Project Management Institute, 2021). The charter gives further details of the website project such as: start and end dates, general and specific objectives, assumptions, risks and constraints, milestones

and stakeholders. Armed with this information, the Project Team can develop the necessary preventative or mitigating measures to avoid any setbacks within the project.

Chart 6

Project Charter

PROJECT CHARTER		
Date	Name of Project	
10 th March, 2025	Development of a Website for the Ministry of Labour, Grenada	
Type of Project:	Information Technology	
Knowledge Areas / process groups	Application area (Sector / Activity)	
Processes: Knowledge areas: Integration, scope, schedule, cost, quality, resource, communication, risk, procurement and stakeholder	Information Technology	
Tentative Start Date	Tentative Completion Date	Duration (months)
10 th December, 2024	10 th June, 2025	6 months
Project Objectives (General and Specific)		
General Objectives To develop a website for the Ministry of Labour, Grenada.		
Specific Objectives i) To design a user-centered interface that is visually appealing, has an accessible layout that ensures ease of navigation for all users ii) To develop a secure platform that supports future expansion, integrates with e-services and protects sensitive data. iii) To implement core functional modules that integrates features such as job portals, complaint submission systems, work permit applications, and document repositories to digitize Ministry services.		

- iv) To ensure cross-platform compatability for mobile devices, tablets and desktops that is consistent across browsers and operating systems.
- v) To establish efficient content management by having a backend system that allows the Ministry's staff to easily update laws, policies announcements etc.

Justification or Purpose of the Project

Developing a dedicated website for the Ministry of Labour is essential to modernize the delivery of public services and ensure transparency in labour governance. In today's digital era, citizens, employers, and workers expect quick and reliable access to information on labour laws, employment opportunities, workplace rights and government programs. A centralized online platform reduces reliance on the physical offices, minimizes administrative delays and ensures critical resources are available anytime, anywhere. By digitizing job portals, complaint submission and work permit applications the Ministry can streamline processes, improve efficiency and strengthen trust between government and its stakeholders.

The website serves as a strategic communication tool that enhances inclusivity and engagement. With features such as accessibility compliance and mobile-friendly design. The platform ensures equal access for all citizens, including those in rural areas and persons with disabilities. It will also provide a transparent channel for publishing updates, policies and announcements, while enabling feedback mechanism that fosters dialogue between the Ministry and the public. This project is justified as a necessary step toward building a responsive, secure and citizen-focused digital infrastructure that aligns with national development goals and global best practices.

Assumptions

1. **Stakeholder Availability:** Key stakeholders, including representatives from the Ministry of Labour, will be available for regular meetings and feedback sessions throughout the project.
2. **Clear Requirements:** The project requirements, both functional and non-functional, will be clearly defined and agreed upon by all stakeholders at the beginning of the project.
3. **Resource Allocation:** Adequate resources, including skilled personnel and necessary tools, will be available and allocated to the project as needed.
4. **Budget Constraints:** The project will be completed within the allocated budget, with no significant changes in scope that would require additional funding.
5. **Timeline Adherence:** The project will adhere to the established timeline, with milestones and deadlines being met as planned, barring any unforeseen circumstances.
6. **Technology Compatibility:** The chosen technologies and platforms for the website development will be compatible with the Ministry's existing systems and infrastructure.

Preliminary Identification of Risks

1. **Scope Creep:** This occurs when new features or changes are added to the project without corresponding adjustments to time, budget, or resources. It can lead to delays and cost overruns.
2. **Stakeholder Misalignment:** With multiple stakeholders involved, there can be conflicting priorities and expectations.
3. **Technical Challenges:** Integrating the website with existing systems and ensuring it meets security and accessibility standards can be challenging. Technical issues can cause delays and additional costs.
4. **Resource Constraints:** Limited availability of skilled personnel or budget constraints can impact the project's progress.

General Resources and Budget

Deliverable	Cost \$EC
Project Management	21,000.00
Design	20,500.00
Development	29,000.00
Quality Assurance	12,500.00
Content Creation	11,000.00
Miscellaneous	6,000.00
TOTAL	100,000.00

Milestones

Milestone Name	End Date
Planning and Research	10 th December, 2024
Content Creation	31 st December, 2024
Design and Prototyping	21 st January, 2025
Front-end Development	31 st January, 2025
Back-end Development	15 th February, 2025
Testing and Quality Assurance	28 th February, 2025
Deployment and Launch	9 th March, 2025

Post-Launch Review and Maintenance	10 th March, 2025
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Note. This chart was sourced from B. Bain, Author, 2025. Own Work

Identification of groups of interest (Stakeholders)		
Project Manager, IT Department, Web Development Team, Job seekers, Trade Unions, Project Sponsor, Ministry Officials, Employers Federation & Citizens of Grenada		
Project Approval		
Position	Name	Signature
Project Manager	Ms. Rolda James	
Project Sponsor	Mr. Eon Burke	

4.1.2

Initiating Process Group - Identification of Stakeholders

In the Initiating Process Group, stakeholder identification is a critical activity that helps to ensure that all stakeholders are engaged and informed throughout the project lifecycle. According to the PMBOK Guide, "stakeholders can be anyone who has an interest or claim in the project, including project team members, customers, users, sponsors, and suppliers" (PMBOK Guide, 7th ed., p. 443). Stakeholder identification involves analyzing the project scope, goals and objectives to determine who can impact or be impacted by the project.

This includes internal stakeholders such as project team members, sponsors and functional managers; as well as external stakeholders such as customers, end-users, and regulatory bodies. By identifying stakeholders early in the project lifecycle, the project manager can develop a stakeholder register, which is a document that lists all stakeholders and their interests, needs, and expectations (PMBOK Guide, 7th ed., p. 445). This helps to ensure that stakeholders are engaged and informed throughout the project, and that their

needs and expectations are taken into account in the project planning process. The identification of stakeholders is important for the development of the stakeholder register.

Chart 7
Stakeholder Table

Stakeholder Group	Role & Responsibility
Ministry Officials	Sets vision
Website Development Team	Design, build and test
IT Department	Technical oversight integration
Employers Federation	Advisor, collaboration on policy communication
Trade Unions	Advocate for workers rights, input on content
Employers	End users
Employees	End users
Jobseekers	End users
Citizens of Grenada	End users

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.1.3 Planning Process Group - Develop Project Management Plan

In the Planning Process Group, developing a project management plan is a critical activity that outlines how the project will be planned, executed, monitored and controlled, and closed. The project management plan is a comprehensive document that integrates all the subsidiary plans, such as the scope management plan, schedule management plan, cost management plan and resource management plan, among others (PMBOK Guide, 7th ed., p. 135). The project management plan provides a roadmap for the project, outlining the project scope, schedule, budget and resources; as well as the approach to be taken for managing risks, quality and communications. According to the PMBOK Guide, "the project management plan is a living document that is expected to change over time as more information becomes available" (PMBOK Guide, 7th ed., p. 137). Therefore, the project management plan should be regularly reviewed and updated to ensure that it remains

relevant and effective in guiding the project team's activities. By having a well-developed project management plan, the project manager can ensure that the project is delivered on time, within budget and to the required quality standards.

4.1.4 Monitoring & Controlling Process Group - Perform Integrated Change Control

In the Monitoring and Controlling Process Group, performing integrated change control is a critical activity that ensures that changes to the project are properly assessed, approved and implemented. According to the PMBOK Guide, "change is inevitable, and it is essential to have a process in place to manage changes to the project scope, schedule, or budget" (PMBOK Guide, 7th ed., p. 165). The perform integrated change control process involves reviewing and evaluating change requests to determine their impact on the project scope, schedule, budget and resources. This includes assessing the feasibility of the change, determining the impact on the project stakeholders, and evaluating the benefits and costs of implementing the change. If a change is approved, the project manager must update the project management plan and ensure that the change is implemented in a controlled and coordinated manner (PMBOK Guide, 7th ed., p. 168). By performing integrated change control, the project manager can ensure that changes are properly managed and that the project remains aligned with its objectives and stakeholders' expectations.

Chart 8
Change Request Form

Project Name:			
Requested by:			
Request Number:		Date:	
Change Description:			
Reason for Change:			
Proposed Action:			
Deliverable Code:			
Impact on Cost:			
Impact on schedule:			
Status:	In Review	Approved	Rejected
Approval date:			
Approved by:			

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.1.5 Close Process Group

In the Close Process Group, the project manager is responsible for formally closing the project, phase, or contract. This involves documenting the project's final results, evaluating the project's success and obtaining final acceptance from the stakeholders (PMBOK Guide, 7th ed., p. 213). The Close Process Group includes the processes of Close Project or Phase and Close Procurements. The Close Project or Phase process involves documenting the project's final results.

4.2. Project Scope Management

Project Scope Management is a critical aspect of project management that involves defining and managing the project scope, which includes the sum of the products, services, and results to be delivered by the project. According to the PMBOK Guide, "the project scope is the culmination of all the work required to deliver the project's objectives" (PMBOK Guide, 7th ed., p. 139). Project Scope Management involves several processes, including Plan Scope Management, Collect Requirements, Define Scope, Create WBS, Validate Scope, and Control Scope. These processes help to ensure that the project scope is clearly defined, and that changes to the scope are properly assessed, approved and implemented. By managing the project scope, the project manager can ensure that the project is delivered on time, within budget, and to the required quality standards.

4.2.1 Plan Scope Management

Plan Scope Management is the process of defining how the project scope will be planned, executed, monitored and controlled, and closed. According to the PMBOK 7th edition, "Plan Scope Management is the process of developing a scope management plan that documents how the project scope will be defined, validated, and controlled" (PMI, 2020, p. 710). This process involves outlining the approach to scope planning, including the methods and procedures for collecting requirements, defining scope, creating a work breakdown structure (WBS), and establishing a scope validation and control process.

A key output of the Plan Scope Management process is the Scope Management Plan, which is a component of the Project Management Plan. The Scope Management Plan outlines how the project scope will be managed throughout the project lifecycle, including how scope changes will be requested, evaluated, and approved (PMI, 2020, p. 711). This plan helps to ensure that all stakeholders are aware of the scope management processes and procedures, and that the project team is equipped to manage scope changes effectively, thereby minimizing the risk of scope creep and ensuring that the project objectives are met.

4.2.2 Scope Management Approach

According to the PMBOK Guide 7th edition, scope management is a crucial aspect of project management that involves defining and controlling a project's objectives and deliverables throughout its lifecycle.

The project manager will adopt a structured scope management approach to ensure he stays focused on delivering the required outcomes, for the website development project. This will involve initiating the project by defining the project scope statement, which will outline the mission, objectives and key functionalities of the website. The scope statement will be developed in collaboration with the Ministry's stakeholders to ensure that it accurately reflects their needs and expectations. Throughout the project lifecycle, the project manager will maintain a detailed scope definition document, which will outline the inclusions, exclusions and assumptions related to the project. The project manager will also establish a scope change management process which will govern how changes to the scope

are requested, assessed, approved and implemented. By having a well-defined scope and a robust change management process, the project manager can ensure that the project stays on track, and that any deviations from the original scope are properly documented and approved.

4.2.3 Roles & Responsibilities

The project manager, sponsor and team will all play key roles in managing the scope of the website for the Ministry of Labour. It is important that the project sponsor, project manager and team members be aware of their responsibilities to ensure that work performed on the project is within the established scope throughout the duration of the project. Chart 8 below states the roles and responsibilities for the scope management of this project.

Chart 9
Roles and Responsibilities

Name	Role	Responsibilities
Ms. Rholda James	Project Sponsor	1. Approves or denies scope change requests as appropriate 2. Evaluates the need for scope change requests 3. Accepts project deliverables
Mr. Matthew Thomas	Project Manager	1. Measures and verifies project scope 2. Facilitates scope change requests 3. Facilitates impact assessments of scope change requests 4. Organizes and facilitates scheduled change control meetings 5. Communicates outcomes of scope change requests 6. Updates project documents upon approval of all scope changes

Name	Role	Responsibilities
Mr. Maurice John Mr. Kelly Charles Mr. Ken Calliste	Project Team Members	Participate in defining change resolutions Evaluate the need for scope changes and communicate them to the project manager as necessary
Heads of Department	Stakeholders	Offer scope changes where needed
Mr. Marvin Thomas	Instructional Designer	Defines the instructional guides
Mr. Eric Charles	Web-Administrator	Manages and maintains the webpage and its content

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.2.3 Perform Integrated Change Control

Integrated change control is the process of reviewing, approving, and managing changes to the project scope, schedule and budget. This process includes evaluating the impact of changes, assessing and mitigating risks, and updating the project management plan and other relevant documents (PMI, 2020, p. 134).

Changes can be requested verbally by stakeholders such as the Ministry's Officers, team members or the Project Manager himself. However, these requests must be recorded formally on a change request form and entered into the change management system, which may require information on estimated time and cost impacts.

All change requests will be submitted to the Project Manager who will evaluate the requests. If the request is verbally made, the Project Manager will enter it into a change request form. Once evaluated and accepted, the Project Manager will submit the change request to the IT Director who will review, evaluate, approve or deny changes requested; and record and communicate those decisions to the Project Manager. Once the IT Director has approved any changes, it will be forwarded to Project Sponsor through the Project Manager for acceptance. Upon acceptance of the changes by the Project Sponsor, the Project Manager and his team will update all project documents and communicate the changes to all stakeholders.

4.2.4 Collect Requirements

According to the PMBOK Guide 7th edition, Collect Requirements is the process of defining, documenting and managing stakeholder requirements to meet the project's objectives (PMI, 2020, p. 134). Chart 9 below illustrates the requirements of the website project for the Ministry of Labour.

Chart 10*Requirements Traceability Matrix*

REQUIREMENTS TRACEABILITY MATRIX					
Project Name	Website for the Ministry of Labour Grenada				
REQUIREMENT INFORMATION					
ID	REQUIREMENT	PRIORITY	RELATED DELIVERABLE(S)	VERIFICATION	ADDITIONAL COMMENTS
REQ-001	Development of a Website	High	Definition of all the required components for the development of the website	100% functional	NA
REQ-002	Labour Laws and Regulations	High	Laws and Regulations easily accessible and downloadable	100% functional	NA
REQ-003	Content Management System (CMS)	High	A functional CMS that enables users with disability to navigate and use the website	100% CMS Functionality	NA
REQ-004	Labour Market Information and Statistics	Medium	Section on employment rates etc.	100% accessible	NA
REQ-005	Online Services for Work Permits	High	Platform for applying, payment etc	100% functional	NA
REQ-006	News and Updates on Labour Related Issues	Medium	Labour News	100% functional	NA
REQ-007	Contact Information and Office location	Low	Address, phone number, email etc.		NA

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.2.5 Scope Definition

Defining the scope of the website development project for the Ministry of Labour is crucial to ensure a clear understanding of the project's objectives, deliverables and constraints among all stakeholders. A well-defined scope helps focus the project team's effort, sets realistic expectations, prevents scope creep and enables effective resource allocation. It also provides a baseline for managing changes, ensuring quality assurance, and increasing stakeholder satisfaction. By defining the scope, the project team can deliver a high-quality website that meets the Ministry of Labour's requirements, within the allotted budget and timeline, and ultimately achieves the project's goals. For this process, information was gathered from the Project Charter and meetings with stakeholders were used for inputs for the website. This ensures that the Ministry's needs for the development of the website were met.

In order to define the project's scope, the inputs used were the scope management plan, project charter and the requirements traceability matrix. The tool and technique applied was expert judgement in order to produce the project's scope statement indicated below.

Chart 11*Scope Statement*

SCOPE STATEMENT	
PROJECT NAME	
DEVELOPMENT OF A WEBSITE FOR THE MINISTRY OF LABOUR	
PROJECT SCOPE DESCRIPTION	
The project will deliver a secure, accessible, and user-centric official website for the Ministry of Labour. The website will function as a centralized digital platform to provide labour-related information, online public services, regulatory resources, and stakeholder engagement tools, in compliance with government ICT, security, and accessibility standards.	
PROJECT DELIVERABLES	
• Approved Scope Statement • Requirements Specification Document • UX/UI Design Assets • Fully Functional Website • Content Management System (CMS) • Test Plans and Test Reports • Training Materials • Operations and Maintenance Documentation • Project Closure Report	
ACCEPTANCE CRITERIA	
Project deliverables will be accepted when: • All requirements are met and verified against the Requirements Traceability Matrix • Website passes UAT and security compliance checks • Deliverables meet defined quality standards • The project is completed within the stipulated time and budget • Formal acceptance sign-off is obtained from the Project Sponsor	
PROJECT EXCLUSIONS	
The following are explicitly excluded from this project: • Development of mobile application • Advanced analytics or AI-driven services not defined in requirements	
CONSTRAINTS	

• Fixed or capped project budget • The project must be executed within 3 months • Mandatory compliance with government policies, laws, and standards • All upgrades to be added must comply with the Government's ICT standards			
ASSUMPTIONS			
• It is assumed that stakeholders will be available for reviews and approvals • It is assumed that content will be provided by the Ministry on time • It is assumed that the required infrastructure and approvals will be available • It is assumed that there will be no major changes in government digital policy during project execution • It is assumed that all resources will be adequate for the project as needed. • It is assumed that the project will be completed within the allocated budget. • It is assumed that the project will adhere to the established timelines and deadlines.			
APPROVAL			
ROLE	NAME	SIGNATURE	DATE
Project Sponsor			
Project Manager			
Key Stakeholder			

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.2.7 Work Breakdown Structure

According to the Project Management Body of Knowledge (PMBOK) Guide, a Work Breakdown Structure (WBS) is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables. It is a tree-like structure that decomposes the project into smaller, more manageable pieces, called work packages, which are then further broken down into smaller tasks. The WBS is used to organize and define the work scope of the project, making it easier to plan, execute and control. While the traditional WBS is often depicted as a hierarchical tree-like structure, it can also be illustrated in a table format. The WBS is

often referred to as a WBS Dictionary or WBS Table. This format provides a concise and organized way to display the WBS elements, along with their associated attributes and details as illustrated in Chart 11 and Figure 6 below.

Chart 12

Work Breakdown Structure Tabular

1. Project Initiation

- **1.1 Define Project Scope**
 - 1.1.1 Identify Stakeholders
 - 1.1.2 Define Objectives and Goals
 - 1.1.3 Develop Project Charter

2. Planning

- **2.1 Requirements Gathering**
 - 2.1.1 Conduct Stakeholder Interviews
 - 2.1.2 Gather Functional Requirements
 - 2.1.3 Gather Non-Functional Requirements
- **2.2 Project Plan Development**
 - 2.2.1 Develop Schedule
 - 2.2.2 Develop Budget
 - 2.2.3 Risk Management Plan

3. Design

- **3.1 Information Architecture**
 - 3.1.1 Create Sitemap
 - 3.1.2 Define Navigation Structure
- **3.2 Visual Design**
 - 3.2.1 Develop Wireframes

- 3.2.2 Create Mockups
- 3.2.3 Design User Interface (UI)

4. Development

- **4.1 Front-End Development**
 - 4.1.1 HTML/CSS Development
 - 4.1.2 JavaScript Development
 - 4.1.3 Responsive Design Implementation
- **4.2 Back-End Development**
 - 4.2.1 Database Design
 - 4.2.2 Server-Side Scripting
 - 4.2.3 API Integration

5. Testing

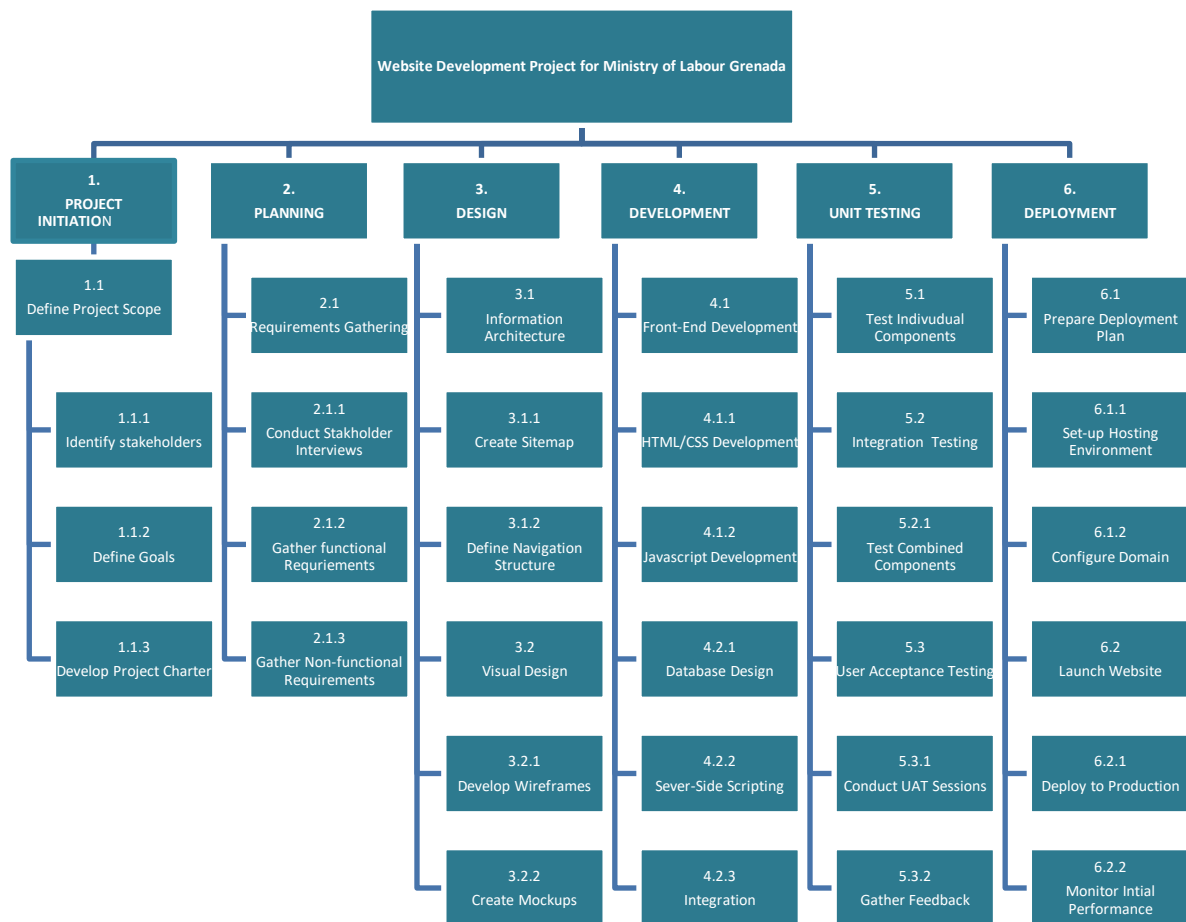
- **5.1 Unit Testing**
 - 5.1.1 Test Individual Components
- **5.2 Integration Testing**
 - 5.2.1 Test Combined Components
- **5.3 User Acceptance Testing (UAT)**
 - 5.3.1 Conduct UAT Sessions
 - 5.3.2 Gather Feedback

6. Deployment

- **6.1 Prepare Deployment Plan**
 - 6.1.1 Set Up Hosting Environment
 - 6.1.2 Configure Domain
- **6.2 Launch Website**
 - 6.2.1 Deploy to Production
 - 6.2.2 Monitor Initial Performance

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

Figure 6
Work Breakdown Structure Hierarchy



Note. This figure was sourced from B. Bain, Author, 2025. Own Work

Chart 13
WBS Dictionary

WBS ID	Task Name	Description of Work	Deliverables	Budget
1	Project Initiation	Commencement of Project		N/A
1.1	Define Project Scope	Definition of project		
1.1.1	Identify stakeholders	Identification of persons involved in the project	Stakeholder list	
1.1.2	Define Objectives and Goals	Definition of objectives and goals	Goals and Objectives listed	
1.1.3	Develop Project Charter	Development of Project Charter	Project Charter	
2	Planning		Project plan documents	
2.1	Requirements Gathering	Collect requirements	Requirements Collected	
2.1.1	Conduct Stakeholder Interviews	Interview Stakeholders	Summary Report	
2.1.2	Gather Functional Requirements	Functional requirements gathered	Documented Requirements	
2.1.3	Gather Non-Functional Requirements	Non-functional requirements gathered	Documented requirements	
2.2	Project Plan Development			
2.2.1	Develop Schedule	Develop tasks, timelines,	Project Schedule	

		milestones and deadline of the project		
2.2.2	Develop Budget	Develop financial plan outlining projected income and expenses	Budget	
2.2.3	Risk Management Plan	Develop risk plan outlining potential risks and mitigation measures, contingency plans etc	Risk Management Plan	
3	Design			
3.1	Information Architecture			
3.1.1	Create Sitemap	Develop sitemap	Sitemap	
3.1.2	Define Navigation Structure	Develop navigation structure	Navigation Structure defined	
3.2	Visual Design			
3.2.1	Develop Wireframes	Develop key pages and user interface components to communicate with the layout	Wireframes	
3.2.2	Create Mockups		Mockups	
3.2.3	Design User Interface (UI)	Design an appealing, user-centered interface	User Interface	
4	Development			
4.1	Front-End Development			

4.1.1	HTML/CSS Development	Write clean, responsive HTML/CSS code to implement the designed UI and cross-browser compatabilty	HTML/CSS	
4.1.2	JavaScript Development	Develop well documented JavaScript to ensure functionality	Javascript	
4.1.3	Responsive Design Implementation	Design media queries, flexible grids to ensure optimal user experience	Responsive Design Report	
4.2	Back-End Development			
4.2.1	Database Design	Design a scalable and normalized schema	Database Design Document	
4.2.2	Server-Side Scripting	Develop server-side scripts	Server-side scripts	
4.2.3	API Integration	Implement API services	API Integrated	
5	Testing			
5.1	Unit Testing			
5.1.1	Test Individual Components	Various components tested individually	Test Summary	
5.2	Integration Testing			
5.2.1	Test Combined Components	Components tested together	Test Summary	

5.3	User Acceptance Testing (UAT)	Conduct user acceptance of software application	Test Report	
5.3.1	Conduct UAT Sessions	Facilitate UAT Sessions with Stakeholders	UAT signoff document	
5.3.2	Gather Feedback	Conduct surveys for feedback	Report	
6	Deployment			
6.1	Prepare Deployment Plan			
6.1.1	Set up Hosting Environment	Configure server and software	Functional Hosting environment	
6.1.2	Configure Domain	Configure domain and register domain name	Functional domain and SSL Certification	
6.2	Launch Website			
6.2.1	Deploy to Production	Configuring load balancing, scaling and perform post deployment testing and verification	Live and functioning website	
6.2.2	Monitor Initial Performance	Track Key Performance Indicators, response time, error rates and usage metrics	Performance Monitoring Report	

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.2.8 Scope Verification

According to the PMBOK Guide 7th edition, scope verification is the process of formalizing acceptance of the completed project scope (PMI, 2020, p. 144). It involves obtaining formal acceptance of the project deliverables from the stakeholders, ensuring that the project scope has been completed as per the scope statement, and documenting the formal acceptance of the project scope (PMI, 2020, p. 145).

As this project progresses, the project manager will verify interim project deliverables against the original scope as defined in the WBS and WBS Dictionary. Once the project manager verifies that the scope meets the requirements defined in the project plan, the project manager and sponsor will meet for formal acceptance of the deliverables. At this meeting, the project manager will present the deliverables to the project sponsor for formal acceptance. The project sponsor will accept the deliverables by signing a project deliverable acceptance document. This will ensure that on a consistent basis, project work remains within the defined scope of the project throughout its life cycle.

4.2.9 Scope Control

Scope Control is an essential process in the development of a website for the Ministry of Labour. It involves controlling changes to the project scope, ensuring that only authorized changes are made, and managing the impact of those changes on the project schedule, budget and resources. During the development of the website, it is inevitable that changes will be requested by stakeholders, and Scope Control ensures that these changes

are properly assessed, approved and implemented. This process prevents scope creep, which can lead to project delays, cost overruns and decreased quality.

Effective Scope Control involves establishing a formal change management process, where all changes are documented, assessed and approved by authorized stakeholders. The project manager must also maintain a scope baseline, which is the approved project scope statement, and ensure that all changes are aligned with the project's objectives and requirements. Additionally, Scope Control involves identifying and documenting scope exclusions, which are items that are specifically excluded from the project scope. By controlling changes to the project scope, the project manager can ensure that the website development project is delivered on time, within budget, and meets the requirements and expectations of the Ministry of Labour and its stakeholders.

Authorization

Approved by Sponsor:

Date: _____

4.3. Project Schedule Management

Project Schedule Management is the process of establishing the policies, procedures, and documentation for planning, developing, managing and controlling the project schedule (PMI, 2020, p. 158).

4.3.1 Plan Schedule Management

The project schedule is the roadmap that shows how the project will be executed and finalized. The schedule plan is an important part of the project because it gives a picture of the project's status at any given time to all relevant stakeholders. This plan also includes how the team will monitor the project schedule and manage changes after the baseline schedule has been approved.

This project's schedule management plan consists of seven processes that are as follows:

- Plan schedule management;
- Define activities;
- Sequence activities;
- Estimate activity duration;
- Develop schedule;
- Control schedule
- Monitor and update progress

4.3.2 Schedule Management Approach

Project schedules will be created using Excel. Activity definition will identify the specific work packages that must be performed to complete each deliverable. Activity sequencing will be used to determine the order of work packages and assign relationships between project activities. Activity duration estimating will be used to calculate the number of work periods required to complete work packages. Resource estimating will be used to assign resources to work packages to complete schedule development.

Once a preliminary schedule has been developed, the project team and the relevant stakeholders will review it. The project team and resources must agree to the proposed work package assignments, durations and schedules. Once this is achieved, the project sponsor will review and approve the schedule, and it will then be baselined.

The following will be designated as milestones for the project schedule:

Chart 14
Project Milestones

MILESTONES	DESCRIPTION
1. Project Initiation	Define project scope, goals, and objectives Identify stakeholders and their roles Establish a project timeline and budget
2. Requirements Gathering	Conduct stakeholder interviews to gather requirements Identify the target audience and their needs Determine the content strategy and information architecture

MILESTONES	DESCRIPTION
3. Site Map and Wireframing	Create a site map to visualize the website's structure Develop wireframes for key pages to establish the layout and user experience
4. Design Development	Design a visually appealing and user-friendly interface Develop a responsive design to ensure compatibility with various devices
5. Content Creation	Develop a content strategy and plan Create high-quality, engaging content (text, images, videos, etc.)
6. Front-end Development	Write clean, semantic HTML, CSS, and JavaScript code Implement responsive design and interactive elements
7. Back-end Development	Design and implement a robust back-end architecture Develop a Content Management System (CMS) or database integration
8. Testing and Quality Assurance	Conduct unit testing, integration testing, and user acceptance testing Identify and resolve bugs and issues
9. Launch and Deployment	Deploy the website to a production environment Configure analytics and tracking tools
10. Post-Launch Review and Maintenance	Gather feedback from stakeholders and users Perform regular security updates and maintenance tasks

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.3.3 Roles & Responsibilities

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 Excel, 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 stakeholders will participate in reviews of the proposed schedule and assist in its validation.

4.3.4 Schedule Monitoring & Control

The project schedule will be reviewed and updated as necessary, after monthly meetings for progress verification. The project manager is responsible for holding updates and 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 scheduled updates, communicating any changes to actual start/finish dates to the project manager and participating in schedule variance resolution activities as needed.

The project sponsor will maintain awareness of the project schedule status and review/approve any schedule change requests submitted by the project manager.

4.3.5 Schedule Changes & Thresholds

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, the variance because 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. If, after this evaluation is complete, the project manager determines that any change will exceed the established boundary conditions, then a schedule change request must be submitted.

Submittal of a schedule change request to the project sponsor for approval is required if either of the two following conditions is true:

- The proposed change is estimated to reduce the duration of an individual work package by 10% or more or increase the duration of an individual work package by 10% or more.

- The change is estimated to reduce the duration of the overall baseline schedule by 10% or more or increase the duration of the overall baseline schedule by 10% or more.

Any change requests that does not meet these thresholds may be submitted to the project manager for approval.

Once the change request has been reviewed and approved, the project manager is responsible for adjusting the schedule and communicating all changes and impacts to the project team, project sponsor, and stakeholders. The project manager must also ensure that all change requests are archived in the project record repository.

4.3.6 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 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. The project sponsor must review and approve this request before the schedule can be re-baselined.

The second process in planning project schedule management, following the development of the schedule management plan, was activity definition (see Chart 11). The

schedule and scope management plans containing the scope baseline comprised of the WBS, project deliverables, constraints and assumptions were inputs used specifically for activity definition. Decomposition and expert judgement, two of the techniques identified in the PMBOK, were used during this process.

4.3.7 Define Activities

According to the PMBOK Guide 7th edition, the second process of Project Time Management is Define Activities. It is the process of identifying and documenting the specific actions to be performed, to produce the project deliverables. This process involves breaking down the project scope into smaller, manageable tasks that can be scheduled and controlled.

Chart 15

Activity List

WBS ID	Activity Name	Description of Work	Responsibility
1	Project Initiation		Project Manager, IT Manager, Project Team & Stakeholders
1.1	Define Project Scope		
1.1.1	Identification of Stakeholders	Identification of persons involved in the project	
1.1.2	Define Objectives and Goals	Definition of objectives and goals	
1.1.3	Develop Project Charter	Development of Project Charter	
2	Planning		Project Manager, IT Manager,

			Stakeholders, Project Team
2.1	Requirements Gathering	Collect requirements	
2.1.1	Conduct Stakeholder Interviews	Interview Stakeholders	
2.1.2	Gather Functional Requirements	Functional requirements gathered	
2.1.3	Gather Non-Functional Requirements	Non-functional requirements gathered	
2.2	Project Plan Development		
2.2.1	Develop Schedule	Develop tasks, timelines, milestones and deadline of the project	
2.2.2	Develop Budget	Develop financial plan outlining projected income and expenses	
2.2.3	Risk Management Plan	Develop risk plan outlining potential risks and mitigation measures, contingency plans etc	
3	Design		IT Manager, Project Team, Stakeholders
3.1	Information Architecture		
3.1.1	Create Sitemap	Develop sitemap	
3.1.2	Define Navigation Structure	Develop navigation structure	
3.2	Visual Design		
3.2.1	Develop Wireframes	Develop key pages and user interface components to communicate with the layout	
3.2.2	Create Mockups		

3.2.3	Design User Interface (UI)	Design an appealing User centered interface	
4	Development		Project Manager, Project Team, IT Manager, stakeholders
4.1	Front-End Development		
4.1.1	HTML/CSS Development	Write clean, responsive HTML/CSS code to implement the designed UI and cross-browser compatibility	
4.1.2	JavaScript Development	Develop well-documented JavaScript to ensure functionality	
4.1.3	Responsive Design Implementation	Design media queries, flexible grids to ensure an optimal user experience	
4.2	Back-End Development		
4.2.1	Database Design	Design a scalable and normalized schema	
4.2.2	Server-Side Scripting	Develop server-side scripts	
4.2.3	API Integration	Implement API services	
5	Testing		IT Manager & Web Master
5.1	Unit Testing		
5.1.1	Test Individual Components	Various components were tested individually	
5.2	Integration Testing		
5.2.1	Test Combined Components	Components tested together	
5.3	User Acceptance Testing (UAT)	Conduct user acceptance of the software application	
5.3.1	Conduct UAT Sessions	Facilitate UAT Sessions with Stakeholders	
5.3.2	Gather Feedback	Conduct surveys for feedback	

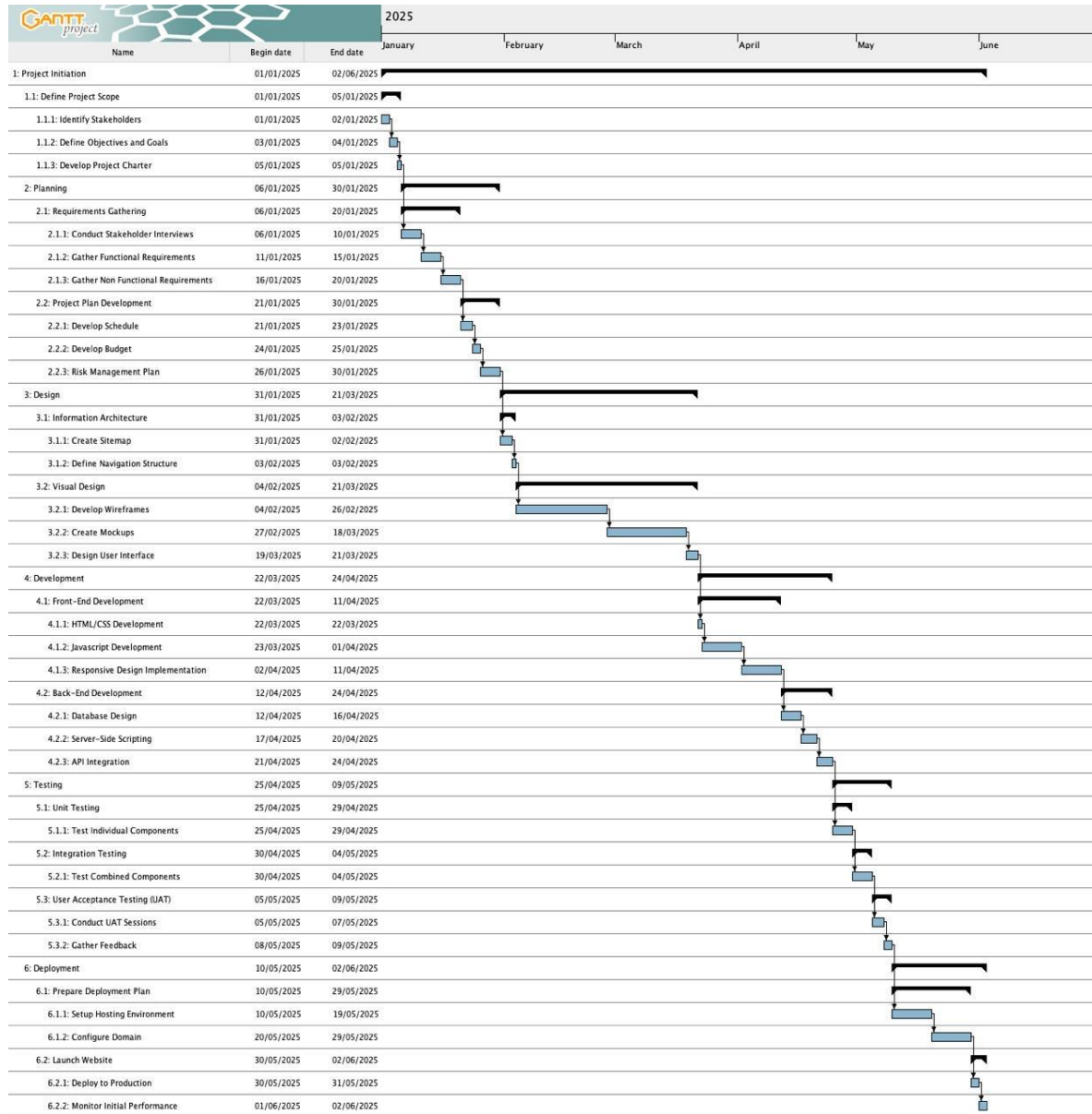
6	Deployment		Project Manager, IT Director, Project Team
6.1	Prepare Deployment Plan		
6.1.1	Set up Hosting Environment	Configure server and software	
6.1.2	Configure Domain	Configure domain and register domain name	
6.2	Launch Website		
6.2.1	Deploy to Production	Configure load balancing, scaling and perform post deployment testing and verification	
6.2.2	Monitor Initial Performance	Track Key Performance Indicators, response time, error rates and usage metrics	IT Manager & Systems Admin

Note. This figure was sourced from B. Bain, Author, 2025. Own Work

4.3.8 Develop Schedule

Figure 7

Project Schedule

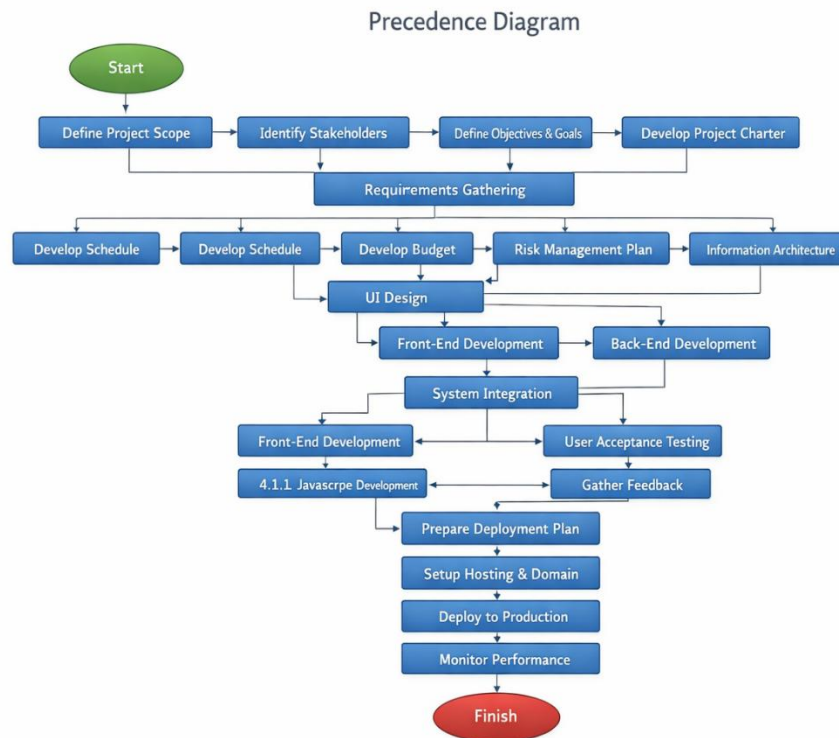


Note. This figure was sourced from B. Bain, Author, 2025. Own Work

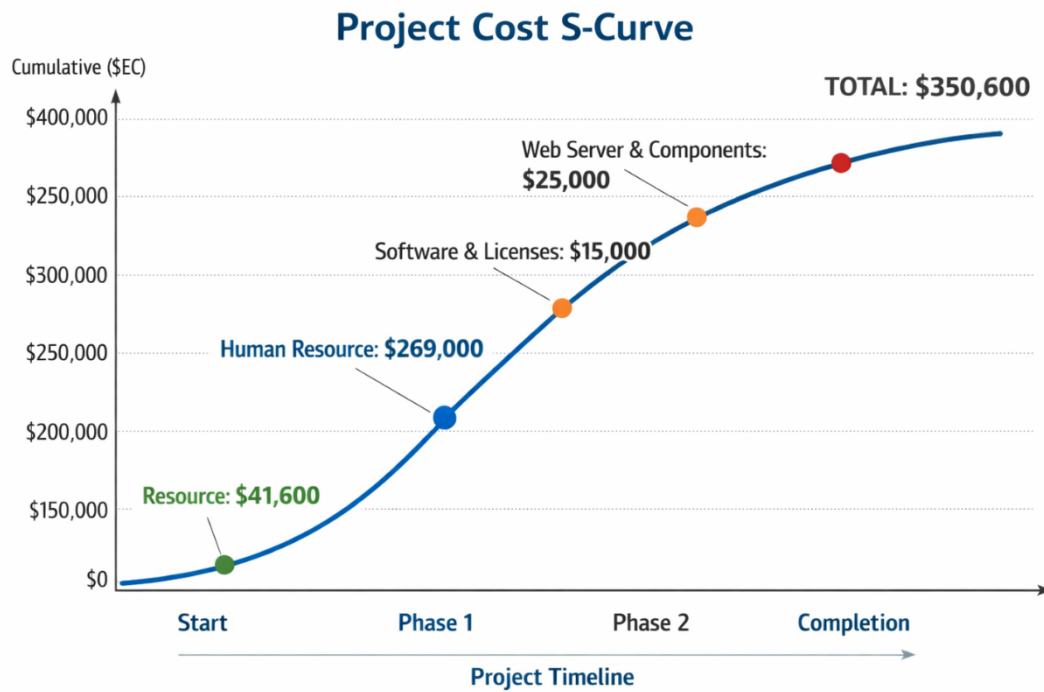
4.3.9 Network Diagram

Figure 8

Network Diagram



Note. This figure was sourced from B. Bain, Author, 2025. Own Work

Figure 9*S-Curve*

Note. This figure was sourced from B. Bain, Author, 2025. Own Work

Authorization

_____	Date: _____
Approved by Sponsor:	

4.4. Cost Management Plan

Project Cost Management is the process of establishing a budget, allocating costs to activities and controlling expenditures to ensure that the project is delivered within the approved budget. It is one of the nine Knowledge Areas of project management, which involves planning, estimating, budgeting and controlling costs to ensure that the project is delivered within the approved budget. (PMI, 2020, p. 235)

Given that only initiating and planning processes will be explored for the development of this FGP which is the development website for the Ministry of Labour, the three planning process groups of project cost management have been developed below.

From planning to controlling costs, there are four processes involved:-

Plan Cost Management — the process of defining how the project costs will be planned, structured and controlled. (PMI, 2020, p. 236). It involves determining the cost management policies, procedures, and strategies to be used throughout the project lifecycle.

Estimate Costs — developing an approximation of the monetary resources required to complete project activities. (PMI, 2020, p. 238) It involves developing a cost estimate for each activity or work package, considering factors such as labor rates, material costs, equipment and other expenses. The output of this process is a detailed cost estimate that will be used to establish the project budget. (PMI, 2020, p. 238)

Determine Budget — the process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline. (PMI, 2020, p. 242)

The cost baseline includes the total project budget, as well as contingency funds and management reserves.

Control Costs —the process of monitoring the status of the project to update the project costs and managing changes to the cost baseline. (PMI, 2020, p. 245) It involves tracking and managing changes to the project budget, ensuring that expenditures are aligned with the cost baseline, and taking corrective action when deviations occur to ensure that the project is delivered within the approved budget.

4.4.1 Plan Cost Management

The cost will be planned through expert judgment and meetings between the team and I.T. experts. Costs for this project are based on the human resources, hardware, software needs required to achieve the goals of the stakeholders. The current market conditions will be used to determine the remuneration for the internal and external project staff. The staff that is hired externally to complete specific tasks will be on a contractual basis. The equipment required will be costed based on inviting suppliers to send quotations. Online searches for providers may also be considered.

The acceptable level of accuracy will be a small percentage since this project is not a large one; therefore a tight budget will be implemented. Thus, this project will be hinged on a $\pm 5\%$ range. In addition a 3% management reserve will be instituted in the event of any unforeseen changes, especially when there are fluctuations in prices in I.T. procurement.

For precise dollar values the estimates will be rounded off to the nearest dollar, for example \$11,200.70 up to \$11,201 and \$7552.30 down to \$7552.00.

The project sponsor will fund this project. Proper records will be kept in Microsoft Excel spreadsheets using Microsoft Excel spreadsheet since it is readily available. This will eliminate the need to purchase an accounting programme, that would increase project cost. The project manager will keep track of the direction of the budget with proper record keeping.

The project team should provide weekly reports to the Project Manager. All invoices, contracts and money spent must be documented and stored away on a soft copy for easy retrieval.

4.4.2 Estimate Costs

Estimating the costs will be done in collaboration with the project sponsor who has experience in telecommunications and information technology. He has expert knowledge of Equipment requirements for the website. In addition, the project manager will acquire information on current pay scales as well as the activities of the project to aggregate the budget.

Documents such as the WBS, project scope statement, project schedule, human resource plan, business factors (market conditions, brochures gathered) and the cost plan will be necessary in this regard.

The costs of the various equipment needed for the project will be estimated from the bids submitted by vendors. The project manager along with the sponsor will examine each carefully to determine the best-suited option.

Chart 16

Human Resource Estimates

POSITION	NUMBER OF POSITIONS	SALARY (XCD)
Project Manager	1	\$60,000.00
Project Team	3	\$72,000.00
Web Master	1	\$42,000.00
System Administrator	1	\$45,000.00
Web Designer	1	\$50,000.00
TOTAL	7	\$269,000.00

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

Chart 17

Resource Estimates

COMPONENTS	COSTS (XCD)\$
Windows Server	\$ 1,000.00
Website Domain	\$ 600.00
Software & Licenses	\$15,000.00
Web server & components	\$25,000.00
TOTAL	\$41,600.00

4.4.3 Determine Budget

All the acquired estimates will then be gathered to determine the budget for the project. This cost baseline will be the basis by which the project manager and team will measure the performance of the project, along with monitoring and controlling the costs within the project.

Chart 18
Project Budget

COMPONENTS	COSTS (XCD)
Resource	\$41,600.00
Human Resource	\$269,000.00
Software & Licenses	\$15,000.00
Web server & components	\$25,000.00
TOTAL	\$350,600.00

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.4.4 Control Costs

To properly monitor and control the costs a set of control thresholds will be defined along with the actions to be taken if the project activates control threshold. This would prompt the project manager to set the corrective measures to manage the offset, and these measures must be communicated with the sponsor. Any action that would alter the budget, modify the scope or decrease the quality of the final product must be approved by the sponsor.

The metrics to be used are as follows:

1. **Schedule Variance (SV)** – is a calculation that measures whether a project is on track by comparing actual progress to expected progress. It indicates whether a project schedule is running ahead or behind. (PMI, 2020, p. 264). The schedule variance formula is calculated by subtracting the project planned value (PV) from the project earned value (EV), represented as $SV = EV - PV$

2. **Cost Variance (CV)** – is the difference between the earned value and actual costs, indicating whether a project is under or over budget (PMI, 2020, p. 264). It is calculated using the equation: $CV = EV - AC$

3. **Schedule Performance Index (SPI)** – is a measure of schedule efficiency, which is calculated by dividing the earned value (EV) by the planned value (PV) (PMI, 2020, p. 264). It can be derived using the formula $SPI = EV/PV$

4. **Cost Performance Index (CPI)** – is a measure of a project's cost efficiency, which compares the work done to the actual cost incurred (PMI, 2020, p. 264). The formula used to compute this index is $CPI = EV/AC$

Each of the above metrics would have varying thresholds that would lead the project manager to implement prescribed control measures.

When the CV and SV lie between +/- 0.1 the project manager would need to begin to pay close attention to the project status and document that variance. A move to a +/- 0.2 variance range should trigger a red flag, and swift remedial action must be taken to control the project and return it to approved acceptable levels.

When the CPI or SPI goes less than 0.95 or greater than 1.05 the project manager must put in the corrective actions to bring the project back to budget and time.

Authorization

Approved by Sponsor:	Date:
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4.5 Quality Management Plan

4.5.1 Introduction

For a product to meet certain standards, and by extension the ultimate satisfaction of the customer, it must meet certain criteria and compliances. Therefore, quality control must be factored into any project. This also applies to conducting the activities for the development of a website for the Ministry of Labour.

Project Quality Management is the process of ensuring that the project meets its objectives, satisfies stakeholders and achieves the desired outcome by planning, monitoring, and controlling the quality of the project and its deliverables. It includes the following processes:

Plan Quality Management —The process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements.

Perform Quality Assurance —The process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.

Chart 19

Quality Assurance Log

Trial No.	Date	Process Measured	Actual Measured	Acceptable? (Y/N)	Recommendation	Date Resolved

Control Quality —The process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes” (PMI, 2013, p. 363).

According to ISO, standards can be defined as documented agreements containing technical specifications or other precise criteria to be used consistently as rules, guidelines, or definitions of characteristics; to ensure that materials, products, processes and services are fit for their purpose. ISO standards aim to ensure that websites are developed with quality, security and accessibility ensuring a better user experience. Here are some of the international standards that will be employed for website development project, for the Ministry of Labour.

4.5.2 Quality Standards for Website Development

Quality standards are the foundation of a project's quality management efforts, providing a benchmark for measuring performance and ensuring that deliverables meet the required level of excellence. These standards outline the specifications, guidelines, and criteria that must be met to ensure that products, services, or processes conform to customer, regulatory, or industry requirements. By adhering to quality standards, projects can minimize defects, reduce errors and enhance customer satisfaction, ultimately leading to increased credibility, reputation and competitiveness.

Chart 20

International Quality Standards for Website Development

ISO STANDARD	ASPECTS
ISO 9000 ISO 2700 ISO 12207 ISO 29119	These standards apply to software development and covers various aspects, including quality management, environmental management and security.
ISO/IEC/IEEE 23026	These standards cover accessibility performance and security helping web designers create websites that meet global standards.
ISO/IEC/IEEE 90003:2018	These standards provide guidance on applying ISO 9001:2015

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.5.3 Quality Policy

1. Provide products that lead to customer satisfaction.
2. Give attention to and proper understanding of the requirements of the users of the system.

3. Provide all agreed deliverables to the users in accordance with the schedules agreed upon.
4. Minimize complaints by taking all possible measures like, maintaining records of complaints, using quality tools such root cause analysis and creating suitable preventive measures.
5. Follow the prescribed internationally set standards for measuring quality of website.

4.5.4 Roles and Responsibilities

Roles and responsibilities are a critical aspect of a Quality Management Plan as it ensures that every individual involved in the project understands their specific contributions to achieving quality objectives. By clearly assigning tasks and accountabilities, project teams can avoid confusion, overlapping efforts and gaps in quality control. When roles and responsibilities are well-defined, team members can focus on their specific areas of expertise, and quality metrics can be tracked and measured more effectively. Moreover, establishing clear roles and responsibilities promotes a culture of accountability, encouraging individuals to take ownership of their work and strive for excellence. By doing so, it ensures that the quality management plan is executed efficiently, and that quality standards are consistently met or exceeded.

Chart 21*Roles and Responsibilities for Quality Management*

ROLES	RESPONSIBILITY
Project Manager	Delivers the Website to meet stakeholders expectations Adheres to International Quality Standards
Stakeholder (Customer)	Provide quality expectations for the website
Project Team	Ensure that proper notes are taken as to the requirements of the users of the system Work on the development of the website to meet stakeholders' needs.
Tester	Ensure that the website meets the required quality, functionality and performance standards. The tester's primary responsibility is to identify and report defects or issues in the website, and to verify that the defects are fixed correctly.

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.5.5 Assurance and Control Methods

Quality assurance is necessary to ensure the progression is in harmony with the quality standards set out in the plan. This will ensure that the deliverables are to the satisfaction and approval of the stakeholders. The methods used are as follows: -

Quality Audit: the Project Manager and the team will review the processes leading up to the final product to establish its compliance with the prescribed principles.

Comparative analysis: The team will compare the deliverables against a fixed criteria, to determine whether they are consistent with the set quality guidelines.

Process analysis: A team will assess certain aspects of the project to improve the processes leading up to the development of website.

Chart 22
Quality Assurance Matrix

Deliverable	Acceptance Requirements	Metrics
Web Design	All activities are uploaded and functional	Review of Scope Management Plan
Network	Must be able to accommodate	Review Scope Management Plan
Website developed	Fully functional website	Review of Scope Management

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.5.6 Quality Checklist

The quality checklist would be used as a qualitative measure to analyse aspects of the quality management plan. It will provide the team with a balanced overview and insight of the plan and where improvements can be made. See Chart below:-

Chart 23
Quality Checklist

QUALITY CHECKLIST					
PROJECT: Website Development				DATE:	
			VERIFICATION		
Quality Item	Yes	No	N/A	Date	Comments
Is the content accurate, up-to-date, and relevant to the target audience?					
Is the website easy to navigate, with clear and consistent menus and links?					
Are all links working properly, with no broken or dead links?					

QUALITY CHECKLIST					
PROJECT: Website Development				DATE:	
			VERIFICATION		
Quality Item	Yes	No	N/A	Date	Comments
Is the website design visually appealing, with a clear and consistent layout?					
Is the website usable and accessible on different devices?					
Does the website comply with accessibility standards?					
Are all interactive elements accessible to users with disabilities?					
* Does the website load quickly, with a load time of 3 seconds or less?					
Are all pages and assets optimized for fast loading?					
Is the website secure, with an SSL certificate and HTTPS protocol?					
Are all user inputs and data transmissions secure and encrypted?					
Does the website work correctly in different browsers (e.g. Chrome, Firefox, Safari, Edge)?					
Are all website features and functionality compatible with different browsers?					
Is the website optimized for search engines, with relevant keywords and meta tags?					
Are all website pages and content indexed by search engines?					
Does the website provide clear and helpful error messages, with instructions on how to fix errors?					
Is there a feedback mechanism in place to collect user feedback and suggestions?					

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

The checklist above would allow the project team to track faults or errors through the phases of the project. Where a ‘no’ response occurs, the project manager would have to revert to the location of best fit or trace the error and endeavour to repeat steps to ensure on the next evaluation a ‘yes’ response is obtained.

Authorization	
	Date:
Approved by Sponsor:	

4.6. Resource Management Plan

4.6.1 Introduction

The Resource Management Plan outlines the structured approach to identifying, allocating, and managing the resources required to successfully execute the website development for the Ministry of Labor Project. It serves as a foundational document to ensure that human, technical, and financial resources are utilized efficiently and effectively throughout the project lifecycle.

The plan defines key roles and responsibilities, details the tools and infrastructure needed, and establishes protocols for monitoring and controlling resource usage. By aligning resource planning with project objectives, this document supports the Ministry's commitment to delivering a high-quality digital platform, that meets the expectations of citizens, employees, and stakeholders alike.

4.6.2 Resources Allocated

To ensure the successful execution of the Ministry of Labour's website development initiative, a comprehensive set of resources has been strategically allocated across human, technical, and financial domains. These resources are essential for meeting the project's objectives, maintaining quality standards, and delivering the final product within scope, time, and budget.

4.6.2.1 Human Resources

To ensure the successful execution of the Ministry of Labour's website development project, a diverse team of skilled professionals have been carefully selected and assigned specific roles. The chart below outlines the key human resources allocated to the project, detailing their roles, core responsibilities, required skill sets, and the number of personnel assigned to each function. This structured allocation supports efficient collaboration, accountability, and the timely delivery of project milestones.

Chart 24*Human Resources Table*

Role	Responsibility	Quantity	Skills Required
Project Manager	Oversee planning, execution, and delivery	1	Leadership, PM tools, stakeholder management
Web Developer (Front-End)	Design and implement UI/UX	2	HTML, CSS, JavaScript, React/Vue
Web Developer (Back-End)	Develop server	2	PHP/Node.js, SQL , API integration
UI/UX Designer	Create wireframes and design prototypes	1	Figma, Adobe XD, accessibility standards
QA Tester	Test functionality performance and security	1	Manual and automated testing, bug tracking
Content Writer	Draft and edit website content	1	SEO, Government tone, clarity
System Administrator	Manage hosting, deployment, and security	1	Linux, cloud platforms, cybersecurity
Legal Advisor	Ensure compliance with data and accessibility laws	1	GDPR, WCAG, Government Regulations

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.6.2.2 Technical Resources

The technical resources allocated for the Ministry of Labour’s website development project are critical to ensuring a secure, scalable and user-friendly digital platform. This chart provides a detailed overview of the hardware, software, development tools and infrastructure components required to support the project’s lifecycle from initial design and

coding, to deployment and maintenance. Each resource has been selected based on compatibility, performance and alignment with government IT standards. This ensures that the project meets both functional and regulatory expectations.

Chart 25

Technical Resources Table

Resource	Purpose	Quantity	Notes
Development Workstations	Coding and design	5	High-performance machines
Web Hosting Server	Host the website	1	Secured, scalable and government-approved
Version Control	Code Collaboration	1	GitHub or GitLab
Design Tools	UI/UX Design	2 licenses	Figma, Adobe Creative Suite
Testing Tools	QA automation	1	Selenium, Postman
CMS Platform	Content Management	1	WordPress or custom CMS
Security Tools	Vulnerability scanning	1	SSL, firewalls, penetration testing tools

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.6.2.3 Financial Resources

The financial resources allocated for the Ministry of Labour’s website development project are designed to support all phases of execution, while ensuring fiscal responsibility and value for investment. This chart outlines the estimated costs associated with personnel,

software procurement, infrastructure, training, legal compliance, and contingency planning. By clearly defining budget categories and anticipated expenditures, the plan enables transparent financial oversight, facilitates informed decision-making and helps safeguard the project against cost overruns or resource shortfalls.

Chart 26

Financial Resources Table

DELIVERABLE	COST (\$EC)	PURPOSE
Resource	\$41,600.00	Covers physical or digital assets required to support project execution.
Human Resource	\$269,000.00	Salaries, wages, and benefits for staff and personnel involved in delivery.
Software & Licenses	\$15,000.00	Acquisition of necessary software tools and licensing fees.
Web Server & Components	\$25,000.00	Infrastructure setup for hosting, deployment, and system operations.
TOTAL	\$350,600.00	Overall financial requirement for project completion.

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.6.2.4 Resource Allocation Timeline

The Resource Allocation Timeline chart provides a structured overview of how key resources: human, financial, and technical, will be deployed across the various stages of the Ministry of Labour’s website development project. This visual timeline ensures that each phase, from planning and design to implementation and evaluation, is adequately supported with the right resources at the right time. By aligning resource distribution with project milestones, the chart promotes efficiency, minimizes delays and enhances coordination among stakeholders throughout the project lifecycle.

Chart 27*Resource Allocation Timeline Table*

Task / Phase	Human Resources (Team)	Time Allocation	Financial Resources	Tools / Assets
Planning	Project Manager, Business Analyst	1 week	Minimal (meetings, documentation)	Project management software (e.g., Trello, Asana)
Design	UX/UI Designer, Graphic Artist	2 weeks	Design software licenses	Figma, Adobe Creative Cloud
Development	Frontend Developer, Backend Developer	4–6 weeks	Hosting & dev tools	GitHub, VS Code, Web hosting
Content Creation	Copywriter, SEO Specialist	2 weeks	Content budget (stock photos, copywriting)	Grammarly, SEMrush
Testing	QA Engineer, Beta Testers	1–2 weeks	Testing tools budget	BrowserStack, automated testing tools
Deployment	DevOps Engineer	1 week	Hosting & domain costs	AWS, Azure, or other hosting
Maintenance	Support Team, Developer	Ongoing	Monthly hosting & updates	Monitoring tools, CMS

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.6.6 Project Team Assignments

The following RACI Chart shows the relationship between project tasks and team members. Any proposed changes to project responsibilities must be reviewed and approved by the Project Sponsor. Changes will be proposed in accordance with the project's change request process. As changes are made, all project documents will be updated and redistributed accordingly.

Chart 28*RACI Chart*

Task / Phase	Project Manager	UX/UI Designer	Developer	Content Writer	QA Tester	Client / Stakeholder
Project Planning	A	C	C	C	I	I
Requirements Gathering	R, A	C	C	C	I	R, C
Design	C	R, A	C	I	I	C
Development	C	C	R, A	I	I	I
Content Creation	C	I	I	R, A	I	C
Testing	C	I	R	I	R, A	I
Deployment	A	I	R	I	C	I
Maintenance	A	C	R	C	C	I

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.6.7 Team Development and Performance Assessments

Effective team development and performance assessment are critical to the success of the Ministry of Labour’s website development initiative. This section outlines the strategies for building a high-performing project team, and evaluating their contributions throughout the project lifecycle.

Chart 29*Strategic Development Table*

Strategy	Description	Purpose	Expected Impact
Onboarding and Orientation	Introduce team members to project goals, roles, and expectations.	Ensure alignment and clarity from the start.	High
Skills Training and Capacity Building	Provide workshops and training in web standards, cybersecurity, and agile methods.	Enhance technical proficiency and adaptability.	Very High
Cross-functional Collaboration	Facilitate regular meetings and share tools across departments.	Promote teamwork and reduce silos.	Moderate
Mentorship and Peer Support	Pair junior staff with experienced mentors for guidance.	Accelerate learning and foster growth.	High
Recognition and Incentives	Acknowledge achievements and offer performance-based rewards.	Boost morale and motivation.	Moderate

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

Chart 30*Performance Assessment Table*

Assessment Method	Description	Purpose	Frequency
Key Performance Indicators (KPIs)	Track metrics like task completion, code quality, bug resolution and satisfaction.	Measure productivity and quality.	Ongoing

Assessment Method	Description	Purpose	Frequency
Regular Performance Reviews	One-on-one evaluations to discuss progress, challenges and goals.	Provide feedback and support growth.	Monthly
360-Degree Feedback	Collect input from peers, supervisors and stakeholders.	Offer a holistic view of individual performance.	Quarterly
Project Milestone Evaluations	Assess team output at each major phase of the project.	Ensure deliverables meet expectations.	At each milestone
Post-Project Debrief	Review team dynamics and lessons learned after project completion.	Capture insights for future improvements.	End of project

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.6.8 Sponsor Acceptance

Approved by the Project Sponsor _____ Date: _____

4.7. Communications Management Plan

A Communications Plan is important for the successful development of a Project Management Plan for the Development of a Website for the Ministry of Labour. Project Communications Management includes the processes necessary to ensure that the information needs of the project and its stakeholders are met, through the development of artifacts and implementation of activities designed to achieve effective information exchange. Project Communications Management consists of two parts. The first part is developing a strategy to ensure communication is effective for stakeholders. The second part is carrying out the activities necessary to implement the communication strategy.

For this project, “The Development of a Website for the Ministry of Labour, Grenada,” the key input processes are the Project charter, Resource management plan, Stakeholder engagement plan, Project documents such as requirements documentation, and stakeholder register. The tools and techniques for developing this plan are expert judgement, communication requirements analysis, communication methods, data representation and meetings.

4.7.1 Introduction

Effective communication is critical to the success of any project, particularly one as impactful as the development of a new website for the Ministry of Labour. This Communications Management Plan outlines the framework for how information will be shared, managed and monitored throughout the lifecycle of the project. It ensures that all stakeholders from Ministry leadership and technical teams, to content creators and the

general public, are kept informed, engaged and aligned with the project's goals and progress.

The plan defines communication objectives, identifies key stakeholders and their information needs, and establishes the methods, frequency and responsibilities for communication. It also provides mechanisms for feedback, issue escalation and continuous improvement. By fostering transparency, accountability and collaboration, this plan supports the timely delivery of a user-friendly, accessible and informative website that reflects the Ministry's mission and serves the needs of the public.

This document will be reviewed and updated regularly to adapt to the evolving needs of the project and its stakeholders.

4.7.2 Communications Objectives

The key communication objectives for the project, "The Development of a Website for the Ministry of Labour in Grenada" are:

- 1. Facilitate Clear and Timely Information Sharing**

Ensure that accurate and relevant information is communicated to all stakeholders at the right time using appropriate channels.

- 2. Define Communication Roles and Responsibilities**

Establish who is responsible for sending, receiving, and responding to different types of project communications.

3. Support Stakeholder Engagement and Collaboration

Promote active participation and feedback from stakeholders to ensure the website meets user needs and expectations.

4. Enhance Project Transparency and Accountability

Provide visibility into project progress, decisions, risks, and changes to build trust and maintain alignment.

5. Standardize Communication Processes

Implement consistent methods and tools for communication to reduce confusion and improve efficiency.

6. Enable Effective Decision-Making

Ensure that decision-makers have access to timely and accurate information to guide the project effectively.

7. Manage Expectations and Reduce Misunderstandings

Clarify project goals, timelines, and deliverables to prevent miscommunication and scope creep.

8. Ensure Compliance with Government Standards

Align all communications with relevant government policies, including accessibility, data protection and public service protocols.

4.7.3 Communications Management Assumptions

The success of this plan is based on the following:

- The Ministry of Labour will provide all the necessary support to the project team for the execution of the communication plan by utilizing the presented guidelines and methods of communication.
- There will be open and clear lines of communication.
- Consistent and informative messages will be communicated.

4.7.4 Stakeholder Communications Requirements

This section identifies the number of stakeholders involved in this project and the communication requirements for each stakeholder.

Chart 31

Stakeholder Communication Delivery

Stakeholders		Method
Sponsor	Project Manager	Email, telephone calls, reports, meetings
Project Manager	Project Team	Email, telephone calls, reports, meetings
Project Manager	LMS Administrator/Technical Team	Email, telephone calls, reports, meetings
Project Manager	Website Developer	Email, telephone calls, reports, meetings
Systems Administrator	Vendors	Emails, brochures, meetings
LMS Administrator/Technical Team	Vendors	Emails, brochures, meetings
Project Team	Ministry of Labour, Employers, Employees,	Social Media, websites

	investors and general public	
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Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.7.5 Communications Directory

The following table will be used to record the contact information for all persons identified in this communications management plan. The email addresses and phone numbers in this table will be used to communicate with these people.

Chart 32

Project Communications Directory Template

Name	Role	Organization/Unit	Email Address	Phone Number	Communication Responsibility
Rhonda James	Project Sponsor	Ministry of Labour	rhon.james@labour.gov.gd	(473) 440-3654	Oversees all project communications
Matthew Thomas	Project Manager	Ministry IT Department	matthew.thomas@ict.gov.gd	(473) 440-7854	Manages technical updates and develops liaison
Maurice John Kelly 2Charles Ken Calliste	Project Team Members	Ministry of ICT	projectteam@ict.gov.gd	(473) 8745	Leads website design and implementation
Karen Baptiste	Stakeholder Engagement Lead	Ministry of Labour	karen.baptiste@labour.gov.gd	(473) 440-8832	Manages stakeholder feedback and outreach
Marvin Thomas	Instructional Designer	External Vendor	marvin.thomas@webdevco.com	(473) 410-2394	Designs user interface and ensures accessibility

Name	Role	Organization/Unit	Email Address	Phone Number	Communication Responsibility
Eric Charles	Web Administrator	Ministry IT Department	Eric.charles@ict.gov.gd	(473) 440-7351	Conducts testing and ensures website functionality

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.7.6 Project Communications Matrix

The Project Communications Matrix details the project's communications requirements, the medium of communication and frequency of communication with all stakeholders.

Chart 33

Communications Matrix

Communication Type	Purpose	Audience	Frequency	Delivery Method	Responsible Party
Project Kick-off Meeting	Introduce project scope, team, and timeline	All stakeholders	Once	In-person / Virtual Meeting	Project Manager
Weekly Team Meetings	Review progress, address issues	Project team	Weekly	Microsoft Teams / Zoom	Project Manager
Bi-weekly Status Reports	Update on milestones, risks, and next steps	Ministry Leadership	Bi-weekly	Email (PDF/Word)	Project Manager
Technical Sync Meetings	Discuss technical tasks and blockers	IT Team, Developers	Weekly	Virtual Meeting / Email Summary	Technical Lead
Content Review Sessions	Review and approve website content	Content Team, PR Unit	Bi-weekly	Shared Drive / Collaborative Doc	Content Coordinator

Communication Type	Purpose	Audience	Frequency	Delivery Method	Responsible Party
Public Updates	Inform public of progress and launch	General Public	At key milestones	Website, Social Media	Communications Officer
Stakeholder Feedback Loop	Gather input from internal/external stakeholders	Stakeholder Representatives	Monthly	Online Forms / Email	Stakeholder Engagement Lead
QA & Testing Reports	Share testing results and issues	QA Team, Developers	As needed	Email / Shared Drive	QA Analyst
Legal Compliance Review	Ensure content meets legal standards	Legal Advisor, Content Team	As needed	Email / Document Review	Legal Advisor
Training Sessions	Train staff on website use and content updates	Internal Users	Pre-launch		

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.7.7 Communications Escalation Process

As issues or complications arise with regards to project communications, it may become necessary to escalate the issue if a resolution cannot be achieved within the project team. Project stakeholders may have many different conflicting interests; therefore, to resolve communication issues that may have an impact on the project, the communication escalation process is as follows:

Chart 34
Communication Escalation

Escalation Level	Issue Type	Responsible Party	Escalation To	Timeframe for Resolution	Communication Method
Level 1	Minor misunderstandings, task delays, clarification needed	Team Member	Team Lead / Project Manager	Within 1–2 business days	Email, Team Meeting
Level 2	Repeated miscommunication, unresolved task conflicts	Project Manager / Team Lead	Technical Lead / Department Head	Within 2–3 business days	Email, Escalation Meeting
Level 4	Cross-departmental conflicts, stakeholder misalignment	Project Manager	Project Steering Committee	Within 3–5 business days	Formal Report, Scheduled Meeting
Level 5	Strategic or political issues, major project risks	Steering Committee	Permanent Secretary / Minister		

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.7.8 Change Requests

Changes to the communication process, format or content may be proposed by any recipient or communication creator. The Project Manager must receive the requested change request via email to approve the proposed change for implementation. When approved, the new content must be disseminated with an explanation for the change and with appropriate revision and version markings included in the updated version.

Chart 35*Change Request Form*

Change ID	Date Submitted	Requested By	Description of Change	Reason for Change	Impact Summary	Status	Decision Date	Approved By

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.7.9 Sponsor Acceptance

Approved by the Project Sponsor _____ Date: _____
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4.8. Risk Management Plan**4.8.1 Introduction**

According to Project Management Institute (PMI), Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation and monitoring risk on a project. The objectives of project risk management are to increase the probability and/or impact of positive risks and to decrease the probability and/or impact of negative risks, to optimize the chances of project success. For this project, “The Development of a Website for the Ministry of Labour,” the key input process is the Project charter, and stakeholder register.

The tools and techniques for developing this plan are expert judgement, data analysis and meetings.

4.8.2 Purpose

The seven (7) knowledge areas of Project Risk Management were applied to develop a project management plan for the development of a website for the Ministry of Labour, Grenada. Project Risk Management includes the systematic processes of risk management planning, identification, analysis, response planning, response implementation and monitoring project risks. It includes maximizing the probability and impact of positive events and minimizing the probability and impact of adverse events, to optimize the chances of project success. The Risk Management Plan defines risk management activities and how the project team will handle risks to achieve project objectives.

4.8.3 Risk Definition

Risk is any unexpected event that can affect the project for better or for worse. Risk can affect anything: people, processes, technology, and resources. An important distinction to remember is that risks are not the same as issues. Risks are events that might happen, and you may not be able to tell when such may affect the team or a key product component such as a backorder.

4.8.4 Risk Management Approach

The Risk Management Approach established for the project is a methodical process that starts from identifying risks to the point of implementing project risks. For the

purposes of this project, Risk Management will include Plan Risk Management, Identify Risks, Perform Qualitative Risk Analysis and Plan Risk Responses. The first step in Project Risk Management is the Plan Risk Management process. This process first will first begin when the project is conceived. In project formulation and evaluation, risk identification was an important consideration. These risks have been included in the Project Charter. The Project Charter is the main input for the Plan Risk Management process, where the Project Risk Management Plan will be developed. A Risk Register will capture the details of identified individual project risks. The individual project risks identified will be grouped into risk categories using a Risk Breakdown Structure (RBS)

Chart 36

Risk Register

Risk ID	Category	Subcategory	Potential Risk	Probability	Impact	Mitigation Strategy
T1	Technical Risks	Software & Integration	Server downtime, bandwidth limitations	Medium	High	Conduct compatibility testing early; use standardized APIs
T2	Technical Risks	Infrastructure & Hosting	Data breaches, malware attacks, lack of encryption	High	High	Implement load balancing; secure reliable hosting provider
T3	Technical Risks	Cybersecurity	Key personnel turnover, resource shortages	Medium	Medium	Apply encryption, regular security

Risk ID	Category	Subcategory	Potential Risk	Probability	Impact	Mitigation Strategy
						audits, firewalls
HR 1	Human Resource Risks	Staffing & Availability	Inadequate technical expertise, training gaps	Medium	High	Cross-train staff; maintain backup resources
HR 2	Human Resource Risks	Skills & Competency	Misunderstandings, delayed feedback	Medium	Medium	Provide training; hire consultants if needed
HR 3	Human Resource Risks	Communication	Cost overruns, inaccurate estimates	High	High	Establish clear communication channels; regular meetings
F1	Financial Risks	Budgeting	Delayed disbursements, budget cuts	Medium	High	Maintain contingency budget; frequent cost reviews
F2	Financial Risks	Funding	Vendor delays, contract disputes	Medium	Medium	Secure multiple funding sources; phased funding approvals
F3	Financial Risks	Procurement	Unrealistic timelines, scope creep	High	High	Vet vendors carefully; include penalty clauses
S1	Schedule Risks	Planning & Estimation	Delays in third-party deliverables, approval bottlenecks	Medium	High	Use agile planning; enforce scope control

Risk ID	Category	Subcategory	Potential Risk	Probability	Impact	Mitigation Strategy
S2	Schedule Risks	Dependencies	Misaligned goals, lack of participation	Medium	High	Track dependencies ; set buffer times
ST1	Stakeholder Risks	Engagement & Expectations	Frequent scope changes, conflicting priorities	High	High	Regular stakeholder workshops; clear documentation
ST2	Stakeholder Risks	Change Requests	Incompatibility between systems, API failures	Medium	High	Formal change control process; prioritize requests

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.8.5 Risk Breakdown Structure

This risk breakdown structure will be used to structure and guide the risk management process through the understanding of the distribution of risk in effective risk management. The Website Development Project for the Ministry of Labour will face various risks; Technical Risks, Human Resource Risks, Financial Risks, Schedule Risks and Stakeholder Risks.

Chart 37
Risk Breakdown Structure (RBS)

Level 1: Risk Category	Level 2: Subcategory	Potential Risks
1. Technical Risks	Software & Integration	Incompatibility between systems, API failures
	Infrastructure & Hosting	Server downtime, bandwidth limitations
	Cybersecurity	Data breaches, malware attacks, lack of encryption
2. Human Resource Risks	Staffing & Availability	Key personnel turnover, resource shortages
	Skills & Competency	Inadequate technical expertise, training gaps
	Communication	Misunderstandings, delayed feedback
3. Financial Risks	Budgeting	Cost overruns, inaccurate estimates
	Funding	Delayed disbursements, budget cuts
	Procurement	Vendor delays, contract disputes
4. Schedule Risks	Planning & Estimation	Unrealistic timelines, scope creep
	Dependencies	Delays in third-party deliverables, approval bottlenecks
5. Stakeholder Risks	Engagement & Expectations	Misaligned goals, lack of participation
	Change Requests	Frequent scope changes, conflicting priorities

Chart 38
Risk Response Table

Risk Category	Subcategory	Potential Risk	Response Strategy	Response Actions	Responsible Party
Technical Risks	Software & Integration	Incompatibility, API failures	Mitigate	Conduct integration testing, use standardized APIs	Technical Lead
	Infrastructure & Hosting	Server downtime, bandwidth limits	Transfer/Mitigate	Use cloud providers with SLAs, implement redundancy	IT Operations
	Cybersecurity	Data breaches, malware, weak encryption	Avoid/Mitigate	Apply encryption, firewalls, regular security audits	Security Officer
Human Resource Risks	Staffing & Availability	Key personnel turnover, shortages	Mitigate	Cross-train staff, succession planning, hire backups	HR Manager
	Skills & Competency	Lack of expertise, training gaps	Mitigate	Provide training, hire specialists, certifications	HR & Project Manager
	Communication	Misunderstandings, delayed feedback	Mitigate	Establish clear communication channels, regular check-ins	Project Manager
Financial Risks	Budgeting	Cost overruns, inaccurate estimates	Mitigate	Use contingency reserves,	Finance Manager

Risk Category	Subcategory	Potential Risk	Response Strategy	Response Actions	Responsible Party
				accurate forecasting	
	Funding	Delayed disbursements, budget cuts	Transfer/Mitigate	Diversify funding, maintain reserve funds	Finance Director
	Procurement	Vendor delays, disputes	Transfer/Mitigate	Strong contracts, multiple vendors, penalty clauses	Procurement Officer
Schedule Risks	Planning & Estimation	Unrealistic timelines, scope creep	Avoid/Mitigate	Use agile planning, scope control, phased delivery	
	Dependencies	Third-party delays, approval bottlenecks	Mitigate	Map dependencies, add buffer time, escalation paths	
Stakeholder Risks	Engagement & Expectations	Misaligned goals, low participation	Mitigate	Stakeholder workshops, clear KPIs, regular updates	Project Sponsor
	Change Requests	Frequent scope changes, conflicting priorities	Mitigate/Accept	Implement change control board, prioritize requests	Project Manager

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.8.6 Probability and Impact Scales

When risks are identified they are evaluated on a two-dimensional matrix using a qualitative rating of the probability of the event occurring and the impact scale (impact on project objectives). Risks are analyzed by combining the probability and impact to produce a level of risk. This form of evaluation provides a good graphical representation of how serious the risk is and where it lies within a group of risks. This risk analysis provides critical information in determining what risks need to be treated and what risks are accepted.

4.8.7 Risk Impact

The table below shows the Impact Scale. The Impact Scale seeks to give a numerical value to the risk occurring that would affect project constraints like schedule, cost, scope and quality. It is referenced in a scale from a very low impact (easily ignored) to a very high impact (with very important costs taking the toll).

Chart 39

Risk Impact Table

Impact Scale	Description	Number
Very Low (VL)	Impact may be safely ignored	0.05
Low (L)	Impact is minor with routine management procedures	0.20
Medium (M)	Large impact, but can be managed with effort using standard procedures	0.40
High (H)	Critical event, potential for major costs or delays	0.60

Very High (VH)	Extreme event, potential for large, financed costs or delays or damage to the project reputation	0.85
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Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.8.8 Probability and Impact Matrix

All risks have a probability of occurring. The project manager and the project team will generate a Probability Scale and give the identified risks value according to the table created. The following probability scale table is used to qualify the identified risks from a very low probability to a very high probability of occurring.

Chart 40

Probability Scale

Impact Scale	Description	Number
Very low (VL)	Possible but very unlikely	0.05
Low (L)	Possible but unlikely	0.15
Slightly low (SL)	Possible but slightly unlikely	0.3
Medium (M)	Possible and likely	0.5
Slightly High (SH)	Likely	0.7
High (H)	Highly likely	0.85
Very High (VH)	Very Highly likely	0.95

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

The probability and impact matrix is a part of the qualitative analysis in risk management. The matrix is a grid used to map the probability of each risk occurrence and

its impact on the project objective if the risk occurs (PMBOK, 2017). The matrix uses the Priority scale ratings from Table 3 and the Impact scale ratings from Table 2. The Probability and impact matrix is calculated by multiplying the ratings from the two tables above to provide the numeric rating shown in Table 4. Numeric calculations ratings range from 0.00 to 0.95 where by 0.00 is low probability and low threat or opportunity. The matrix also allows for risk to be categorized as a threat or opportunity and to determine where on the matrix such risk falls under each category. This allows the team to prioritize and strategize on how to resolve the risk.

The color provided in the Probability and Impact Matrix reference identifies the impact and probability of the risk occurring. Numerical calculation results that are colored green generally means the risk does not impact the project significantly and can be ignored. Numerical calculations results that are colored yellow generally means the probability is medium to high, but the threat or opportunity is low. This means that the management of the risk would require some routine management procedure. Numerical calculations resulting in red is considered to have a high probability of occurrence and threats and opportunities are medium to very high. This generally means these risks will require intervention or can delay the project schedule, cost, or scope. These risks will then be the priority risk to alleviate and develop planning solutions from the onset. The Risk register will detail the risk identified by the team along with the Priority and Impact determined, and calculate the Probability and Impact which will then use the Table to identify where the

risk falls within the table. The team can then prioritize the risk and plan accordingly for the project.

Chart 41
Probability & Impact Scale

	THREATS					OPPORTUNITIES				
Probability Scale	VL (0.05)	L (0.02)	M (0.40)	H (0.60)	VH (0.85)	VH (0.85)	H (0.60)	M (0.40)	L (0.2)	VL (0.05)
VH (0.05)	0.05	0.19	0.38	0.57	0.81	0.81	0.57	0.38	0.19	0.05
H (0.05)	0.04	0.17	0.34	0.51	0.72	0.72	0.51	0.34	0.17	0.04
SH (0.05)	0.04	0.14	0.28	0.42	0.60	0.60	0.42	0.28	0.14	0.04
M (0.0540)	0.03	0.10	0.20	0.30	0.43	0.43	0.30	0.20	0.10	0.03
SL (0.05)	0.02	0.06	0.12	0.18	0.26	0.26	0.18	0.12	0.06	0.02
L (0.05)	0.01	0.03	0.06	0.09	0.13	0.13	0.09	0.06	0.03	0.01
VL (0.05)	0.00	0.01	0.02	0.03	0.04	0.04	0.03	0.03	0.01	0.00

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.8.9 Sponsor Acceptance

Approved by the Project Sponsor

_____ Date: _____

4.9. Procurement Management Plan

According to the PMBOK Guide 7th Edition, Project Procurement Management involves the processes necessary to purchase or acquire products, services or results needed from outside the project team. This includes:-

- Planning procurements: Determining what to procure, how, and when.
- Conducting procurements: Obtaining seller responses, selecting a seller, and awarding a contract.
- Controlling procurements: Managing procurement relationships, monitoring contract performance, and making changes as needed.
- Closing procurements: Finalizing all procurement activities.

Project Procurement Management includes the management and control processes required to develop and administer agreements such as contracts, purchase orders, memoranda of agreements (MOAs), or internal service level agreements (SLAs). The personnel authorized to procure the goods and/or services required for the project may be members of the project team, management, or part of the organization's purchasing department if applicable.

For this project, "The Development of a Website for the Ministry of Labour Grenada," the key input process is the Project Charter, Scope Management Plan, Quality Management Plan, Resource Management Plan, requirements documentation and traceability matrix,

resource requirements and stakeholder register. The tools and techniques for developing this plan are expert judgement, data gathering, data analysis and meetings.

4.9.1 Introduction

This Procurement Management Plan outlines the framework and procedures for acquiring the goods and services necessary for the successful development of a website for the Ministry of Labour. The website is intended to enhance the Ministry's digital presence, improve public access to labour-related information and services, and support internal administrative efficiency.

The plan defines the procurement approach, roles and responsibilities, vendor selection criteria, contract management strategies and risk mitigation measures. It ensures that all procurement activities are conducted in a transparent, cost-effective and timely manner, in alignment with government procurement regulations and the strategic objectives of the Ministry. There must be proper procurement techniques to ensure that monies are spent properly, the right goods and services are purchased and the right contractual arrangements are made.

4.9.2 Procurement Management Approach

The Project Manager will maintain oversight and management of all procurement activities over the project, "The Development of a Website for the Ministry of Labour, Grenada," with key assistance from the Project lead who holds the responsibilities for procurement and logistics. The Ministry of Labour will provide logistical support to the

project team, ensuring that all items needed for successful completion of the project are procured. The Project Manager will review the procurement list with the Ministry of Labour representative for approval. All procurement will be conducted through vendor selection and a determination will be made on whether to lease or buy the item or service. All procurement activities carried out should reflect fairness, integrity and transparency.

4.9.3 Contract Type

For this project, Firm Fixed Price (FFP) contracts will be utilized. The scope of works and duration of services required will be clearly defined and the price of the contract will not change unless the scope of work changes.

4.9.4 Procurement Risks and Risk Management

The Procurement of items have a probable occurrence of potential risk during implementation. The associated procurement risk for consideration in line with this analysis have been identified for consideration:

Chart 42

Procurement Risk & Risk Responses

	Procurement Risk	Risk Response
1	Delays in shipping due to inclement to severe weather (eg. hurricanes).	-Accept the risk and use the contingency reserve for additional cost. -Identify alternative shipping routes and providers.
2	The technology may not be available or increases in at the time of purchase.	-Identify alternative sources of supply in advance.

	Procurement Risk	Risk Response
3	The specifications supplied by the manufacturer does not meet the requirements for the prescribed activity.	-Seek additional funding from project sponsor through a change request.

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.9.5 Cost Determination

Cost determination for this project is based on the procurement method. This project utilizes Competitive Shopping and Direct Contracting for the procurement of goods and works such as facilities and routine products (equipment). For the selection and contracting of consultants, Fixed Budget, Quality and Cost-Based Selection and Sole Source are used as the procurement methods.

Chart 43

Goods and Services to be Procured

Goods to be Procured	Services to be Procured
Webserver	Web Administrator
Website domain	Instructional Designer
Bandwidth for server	System Administrator
Software platform (open source, general or custom built)	

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.9.6 Standardized Procurement Documentation

The project team consistently follows standard documentation policies in all project activities. As part of project procurement, the following standard documents will be produced to ensure proper documentation of all the procurement activities involved.

1. Terms of Reference/Scope of Work Template
2. Request for Proposal Template
3. Request for Quotation Template
4. Budget Guide
5. Bidding Documents
6. Method of evaluation and evaluation criteria
7. Internal Source Selection Evaluation Forms
8. Non-disclosure agreement
9. Letter of intent
10. Contract Template
11. Procurement Performance Evaluation Form
12. Lessons Learnt Form

4.9.7 Procurement Constraints

4.9.7.1 Budgetary Constraints

One of the most significant challenges in preparing a procurement plan for a Ministry of Labour website is managing budgetary constraints. Government projects often operate within rigid financial frameworks, and funding allocations may be limited or tied to specific fiscal periods. This can restrict the scope of the website, limiting the ability to incorporate advanced features such as interactive dashboards, multilingual support, or robust cybersecurity measures. Additionally, hidden costs such as training for staff, ongoing maintenance, or compliance with accessibility standards may not be fully accounted for in the initial budget. These financial limitations require careful prioritization of project components and may necessitate compromises on design, functionality, or scalability.

4.9.7.2 Technical Constraints

Technical constraints can significantly impact the procurement planning process, especially when the Ministry lacks in-house IT expertise. Defining clear and comprehensive technical specifications is crucial, yet challenging, particularly when the website must integrate with existing government systems or databases. Inadequate technical planning can lead to vague or overly complex Terms of Reference (ToR), which in turn may result in misaligned vendor proposals or implementation delays. Furthermore, ensuring the website meets modern standards for security, accessibility, and cross-platform compatibility adds layers of complexity. These technical demands must be clearly

articulated in the procurement documents to attract qualified vendors and ensure successful project execution.

4.9.7.3 Time Constraints

Time constraints are another critical factor that can hinder the development of an effective procurement plan. Government procurement processes are often lengthy, involving multiple stages of review, approval and public tendering. Delays in any of these stages can push the project beyond its intended timeline, especially if tied to fiscal year deadlines or public policy rollouts. Additionally, the urgency to launch the website may pressure planners to expedite procurement steps, potentially compromising due diligence or vendor evaluation. A realistic timeline that accounts for administrative procedures, vendor onboarding and development milestones is essential to avoid rushed decisions and ensure project quality.

4.9.8 Contract Approval Process

The contract approval process commences when a determination is made to procure a good or service. Goods and services for the project are procured externally. Approval of the documents must be obtained from the Project Manager before issued externally. When proposals, bids or price quotations are received, the evaluation is done by the project team according to the established decision criteria.

4.9.9 Decision Criteria

Fixed Budget Selection is used for assignments where the ToR and staff input can be precisely defined and where the cost cannot exceed a fixed budget amount. For this

project, technical proposals submitted will be evaluated based on the quality of the consultant.

The technical proposal will be evaluated for:

- The consultant's professional qualifications and relevant experience for the assignment.
- The thoroughness of the consultant's methodology and approach, including its comments on the TOR.
- The qualifications and expertise of the key staff proposed for the assignment.

The financial proposal will be evaluated based on:

- Realistic cost estimates of staff time and other critical inputs are included in the technical proposal to ensure that the financial proposal adequately reflects the technical commitments of the consultant.

The project manager would therefore:

- Prepare the procurement statement of work (SOW) or terms of reference (TOR).
- Prepare a high-level cost estimate to determine the budget.
- Advertise the opportunity.
- Identify a short list of qualified sellers.
- Prepare and issue bid documents.
- Prepare and submit proposals by the seller.
- Conduct a technical evaluation of the proposals including quality.

- Perform a cost evaluation of the proposals.
- Prepare the final combined quality and cost evaluation to select the winning proposal.
- Finalize negotiations and sign contracts between the buyer and the seller.

4.9.10 Vendor Management

Vendor management will include regular monitoring of the contracts. The Project Officer is responsible for following up and ensuring that the actions of the supplier and the project team are in line with the contractual responsibilities, reflecting amendments to the contracts where applicable and ensuring any claim or disputes are resolved amicably according to the terms of the contract. Payment for goods or services will be the responsibility of the Project Manager, but contract close out is the responsibility of the Project Officer.

When contracts are awarded, the Project Officer will monitor performance, collect information and measure actual contract achievement. For small procurements, a telephone call or email is satisfactory to ensure everything is according to plan. For complex projects, reports, regular progress meetings, formal testing and technical reviews must be done. For performance-based contracts, performance indicators developed in the contract will be used. The Project Officer will maintain cost control, schedule control, compliance with terms and conditions, reporting requirements and administrative aspects of performance.

4.9.11 Performance Metrics for Procurement Activities

The following metrics will be used to measure vendor performance for this project's procurement activities:

1. Efficiency of the competitive process
2. Cost reduction/ containment
3. Supplier management
4. Efficiency of internal systems and processes
5. Product/Service Quality

The following metric table will be used to measure performance. The performance is rated on a 1-3 scale as indicated below:

Chart 44
Procurement Performance Evaluation Template

Vendor	Product Quality	On Time Delivery	Documentation Quality	Development Costs	Development Time	Cost per Unit	Transactional Efficiency
Vendor 1							
Vendor 2							

1-Unsatisfactory 2-Acceptable 3- Exceptional

4.9.12 Sponsor Acceptance

Approved by the Project Sponsor
_____ Date: _____

4.10 Project Stakeholder Management

4.10.1 Introduction

According to the Project Management Institute (PMI), project stakeholder management is the process of identifying, analyzing and systematically engaging individuals or groups who have an interest in, or are affected by a project. These stakeholders can influence the project's outcome positively or negatively; therefore managing their expectations and involvement is crucial for success.

PMI outlines stakeholder management as a continuous process that includes:

1. Identifying stakeholders – recognizing all parties impacted by the project.
2. Analyzing their influence and interest – understanding their power, expectations, and potential impact.
3. Planning engagement strategies – tailoring communication and involvement approaches.

4. Managing and monitoring engagement – maintaining relationships and adapting strategies as the project evolves.

This approach helps project managers navigate the “political environment” of a project, where differing interests can create risks or opportunities. By proactively managing stakeholders, one can increase the chances of delivering a project that meets its objectives and is well received by all involved.

4.10.2 Identify Stakeholders

Identifying the stakeholders for the “Development of the Website for the Ministry of Labour Project” was the second initiating process undertaken in the development of this project stakeholder management plan. Identifying stakeholders is the process of “identifying the people, groups or organizations that could impact or be impacted by a decision, activity, or outcome of the project; and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influences and potential impact on project success,” (Project Management Institute).

In order to identify the stakeholders for the Website Development Project, the inputs used were the project charter - which provided information on the internal and external parties related to the project and affected by the results or execution of the project - as well as the projects appraisal document. The tools and techniques used were expert judgement, meetings and stakeholder analysis in order to produce the stakeholder register seen in Chart 36 below.

The main tool applied in order to produce the stakeholder register was stakeholder analysis as the process gathers and analyses qualitative and quantitative information to determine whose interest should be taken into account throughout the project. The following criteria was used to determine who should be considered as a stakeholder for the project:

- 1) Will the person, or his or her organization be directly or indirectly affected by this project?
- 2) Does the person, or his or her organization hold a position from which he or she can influence the project?
- 3) Does the person, or his or her organization have an impact on the project's resources (material, personnel, funding)?
- 4) Does the person, or his or her organization have any special skills or capabilities the project will require?
- 5) Does the person, or his or her organization potentially benefit from the project or is he or she in a position to resist this change?
- 6) At what point does the person, or his or her organization have the greatest impact on the Project?

The potential impacts or support that each stakeholder can generate were analyzed using the following criteria; roles, interests, requirements and influence levels. They were then classified so that an approach strategy could be determined.

Chart 45
Stakeholder Register

Stakeholder	Power	Interest	Classification	Engagement Strategy
Permanent Secretary	High	High	Manage closely	Frequent updates, involve in decisions
ICT Department Head	High	Medium	Keep satisfied	Consult on technical matters, involve periodically
Communications Officer	Medium	High	Keep informed	Regular collaboration on content and messaging
Web Development Vendor	High	High	Manage closely	Direct communication, performance tracking
Labour Officers	Low	Medium	Monitor (minimal effort)	Occasional updates, feedback during testing
HR Department	Medium	Medium	Keep informed	Share updates relevant to internal interfaces
Legal/Compliance Officer	High	High	Keep satisfied	Involve for key sign-offs and legal reviews
Citizens & Job Seekers	Low	High	Keep informed	Public Communication, usability testing

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

4.10.3 Power/Interest

In the Ministry of Labour Website Project, stakeholders display a wide spectrum of power and interest, shaping how they should be engaged. The Permanent Secretary and Web Development Vendor hold high power and high interest, positioning them in the “Manage Closely” quadrant, requiring continuous involvement in decisions and delivery milestones. Stakeholders like the ICT Department Head, Legal/Compliance Officer, and Employers’ Federation have high power but moderate interest, placing them in the “Keep Satisfied” zone, meaning they should be consulted at strategic points to ensure support

without overwhelming detail. Conversely, stakeholders with high interest but lower formal authority, such as the Communications Officer, citizens and job seekers, and Grenada Trade Union Council, fall into the “Keep Informed” category; their perspectives are vital for user-centered design and content relevance. Lastly, groups like the Labour Officers and Human Resource Department are categorized under “Monitor,” as they have modest influence but may benefit from periodic updates or feedback opportunities. This classification helps tailor engagement strategies to each group's position, influence, and informational needs.

4.10.4 Stakeholder Engagement

Stakeholder engagement is essential in a stakeholder management plan because it ensures that all relevant voices are heard and integrated into the project’s direction. By actively involving stakeholders, whether internal or external, one gains early insight into their expectations, concerns and requirements. This reduces the risk of misalignment, resistance, or last-minute surprises that could derail the project. Moreover, building trust through transparent and inclusive engagement, fosters stronger support from influential stakeholders, which is especially valuable when navigating political, legal or organizational complexities.

Additionally, strategic engagement enables more effective decision-making and resource allocation. When stakeholders feel involved, they’re more likely to contribute useful feedback, advocate for the project and participate in refining deliverables. This

collaborative dynamic not only improves the quality of outcomes, such as designing a government website that truly meets public needs, but also helps manage change and increase user adoption after launch. In short, stakeholder engagement transforms passive observers into active partners in success.

4.10.5 Plan Stakeholder Management

Plan Stakeholder Management was the second process group undertaken and it is the process of “developing appropriate management strategies to effectively engage stakeholders throughout the project lifecycle, based on the analysis of their needs, interests and potential impact on project success”, (Project Management Institute). In order to plan stakeholder management, the inputs used were the stakeholder register, plan human resource management and plan communications management. The tools and techniques applied were expert judgement, meetings and analytical techniques which were used to classify the engagement levels of stakeholders in order to produce the stakeholder management plan.

Based upon the information gathered in the Stakeholder Register, the stakeholder classification and management strategy and communications management plan, the project manager will be responsible for engaging stakeholders throughout the lifecycle of the project.

The level of engagement required for each stakeholder may vary over the course of the Project; therefore, their engagement levels were classified as:

- Unaware – unaware of project and potential impact
- Resistant – aware of project and potential impacts and resistant to change
- Neutral – aware of project and potential impacts and supportive to change
- Leading – aware of project and potential impacts and actively engaged in ensuring the project is a success.

To ensure the correct level of engagement is achieved by each stakeholder, the project manager will analyze current levels of engagement by using the Stakeholders Engagement Assessment Matrix below. The stakeholder communications requirements can be referenced from the communications management plan, along with the information to be distributed, including language, format, content and frequency.

4.10.6 Manage Stakeholder Engagement

Managing stakeholder engagement is the process of “communicating and working with stakeholders to meet their needs/expectations, address issues as they occur and foster appropriate stakeholder engagement in project activities throughout the project lifecycle”, (Project Management Institute).

In order to manage stakeholder engagement, the inputs that will be used are the stakeholder management plan and the communications management plan. The tools and

techniques that will be applied are communication methods, interpersonal skills and management skills. This will produce the issue log, change requests and project management plan updates.

To effectively manage stakeholder engagement, the project will utilize the Communication Plan and strategies identified in the Stakeholders Engagement Assessment Matrix above, to communicate project related information to key stakeholders in a proactive and timely manner. Leveraging the information provided in the Communication Plan (i.e., stakeholder groups, communication items, purpose, method of communication, and frequency), the project will have the ability to increase support and minimize stakeholder resistance throughout the project lifespan. Managing stakeholder engagement will help to increase the probability of project success by ensuring that stakeholders clearly understand the project goals, objectives, benefits and risks.

In line with the analysis above, the project team will also be actively listening and soliciting input and feedback to make sure communications are being received and understood, and to capture important information to help make adjustments and to respond to problem areas.

4.10.7 Perform Integrated Change Control

Changes can be requested verbally by any stakeholder, team member or the Project Manager himself, but must be recorded formally on a change request form and entered into

the change management system, which may require information on estimated time and cost impacts. Change requests are subject to the process specified in the change management plan.

All change requests will be submitted to the Project Manager, who will evaluate the requests. If the request is verbally made, the Project Manager will enter it onto a change request form. Once evaluated and accepted, the Project Manager will submit the change request to the Change Control Board/Project Steering Committee. The Change Control Board will review, evaluate, approve or deny changes requested, and record and communicate those decisions to the Project Manager. Once the Change Control Board has approved any changes it will be forwarded to Project Sponsor through the Project Manager for acceptance. Upon acceptance of the changes by the Project Sponsor, the Project Manager and his team will update all project documents and communicate the changes to all Stakeholders.

4.10.8 Control Stakeholder Engagement

Control stakeholder engagement is the process of “monitoring overall stakeholder relationships and adjusting strategies and plans for engaging them”, (Project Management Institute). The inputs that will be used to control stakeholder engagement are issue log, work performance data and the project management plan. The tools and techniques that will be applied are information management system, expert judgement and meetings. The

output from this process will be work performance information, change requests, project management plan updates and project document updates.

The Communications Plan and the Risk Management Plan will have mechanisms to receive ongoing direct feedback from key stakeholders. Individual stakeholders will be encouraged to participate and to voice questions and concerns. The most serious issues and concerns that are raised, will be addressed in a formal, rigorous process through the Issues and Risk logs.

As described in the Scope Management Plan, the project will solicit broad participation in the collection and validation of requirements, which will uncover issues and concerns early on so that they can be addressed. Stakeholders are critical to the project's success. The project team has planned for and will work to involve, engage and listen to all key stakeholders throughout the project life cycle.

Chart 46*Stakeholder Engagement Assessment Matrix*

Stakeholder	Current Engagement Level	Desired Engagement Level	Engagement Approach
Permanent Secretary	Supportive	Leading	Increase involvement in high level decisions and approvals
ICT Department Head	Neutral	Supportive	Involve earlier in design and system integration planning
Communications Officer	Supportive	Supportive	Maintain regular collaboration on content and messaging structure
Web Development Vendor	Leading	Leading	Continue detailed sprint reviews and milestone validations
Labour Officers	Unaware	Informed	Share project updates and gather feedback on user-facing content
HR Department	Informed	Supportive	Engage more deeply around job board integration and accessibility
Legal/Compliance Officer	Supportive	Leading	Involved proactively in regulatory reviews and content approval
Citizens & Job Seekers	Unaware	Supportive	Launch outreach usability surveys and public information sessions
Grenada Employers Federation	Unaware	Supportive	Engage via consultation on employer-focused features
Grenada Trades Union Council	Unaware	Supportive	Collaborate to shape labour rights and worker protection content

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

5 CONCLUSIONS

The development of this Project has been a learning experience. The creation of the various components of a Project Management Plan is very important for the implementation of the project. At the completion of this Project, the author agrees that these documents are not optional, nor a mere formality, but are necessary to ensure the successful completion of the Project. This conclusion is expounded on in the ten points that follow, in which the documents and their relevance are reiterated: -

1. A Project Charter was created to define project components, scope and stakeholders. The charter will be signed by the designated authority at the Ministry of Labour and the Vendor. This document is essentially a contract between the executing and sponsoring agencies that clarifies roles, responsibilities and expectations of both.
2. A Project Scope Management Plan was developed to define what is to be included in the project and what is not to be included. Changes to the scope must undergo a formal change request process. This is important to ensure on-time and in-budget delivery of the project.
3. A Project Schedule Management Plan was developed to ensure that the project finishes on time. The schedule must be monitored to ensure that there is no slippage in the schedule at the beginning as all those items are on the critical path. When

there is a potential problem that impacts the project schedule, the plan also provides an action plan to neutralize or minimize the impact.

4. A Project Cost Management Plan was created to develop the project budget and ensure that the Project is completed within the budgeted amount. Costs are affected by changes in scope and procurement, both must be monitored. This part of the plan identifies project costs and if followed, will ensure the project completes within budget. Sadly, government projects often derail cost management plans.
5. A Project Quality Management Plan was designed to ensure that the Project delivers a quality product. It outlined the professional and sustainable manner of processes to be carried out. Hence, quality is planned and the processes for ensuring quality deliverables must be clearly defined.
6. A Project Resource Management Plan was developed to ensure that resources are available at the right time. This project is subject to the exigencies of the Public Service as changing priorities can affect resource availability. As resources were pre-assigned, the only recourse is to go back to the project manager when there is an issue.
7. A Project Communications Management Plan was designed to keep stakeholders informed and ensure continuous feedback. It ensures that the stakeholders are contacted in a manner that they prefer. The preparation and submission of the

documents according to this plan will ensure that the Sponsor is kept apprised of the project execution and provides early notification of possible risks.

8. A Project Risk Management Plan was designed to identify project risks and define a plan to manage them. The plan will ensure continuous monitoring of risks. It also records and plans for unexpected events that were not previously considered.
9. A Project Procurement Management Plan was developed to guide how to acquire project resources and rules governing acquisition. It also notes frequent procurement risks and how they will be dealt with. Government procurement processes must be followed and form the backbone of the plan.
10. A Project Stakeholders Management Plan was created to identify and manage stakeholders and ensure they are informed and satisfied. It includes a template to

record stakeholder contact information and preferred method of communication.

The plan is specific in relation to the scope, schedule and budget.

6 RECOMMENDATIONS

The following recommendations are made for the improvement and execution of this and other similar projects that falls under the Ministry of Labour.

1. The project charter which acts as the Integration Management Plan should be a two-page document that provides a high-level snapshot of the project. More details will be provided in the project management plan and other project documents. If the charter is too lengthy, the sponsor will take a longer period to review and approve it.
2. More time should be given for the development of the Project Scope Management Plan. It should be practical to ensure that nothing is left out. Government projects often fail when inadequate attention is given to the development and management of the project scope.
3. The Project Schedule is often difficult to manage when there are external dependencies. Historical data must be kept and available for project managers to ensure the schedule developed is as accurate as possible. The calculation of EVM will make it easy to determine when escalation should occur.
4. A Project Cost Management Plan should be developed and adhered to for every project. This will reduce the number of projects that finish over budget. It must be stressed that this will also depend on the development of realistic scopes, schedules and change control.
5. A Project Quality Management Plan to ensure that the Project delivers a quality product is important. The adoption of ISO 9100 and other quality management plans will ensure that this objective is met.
6. Resource Management can be difficult in Public Service projects. The use of resource calendars will need to be adopted to improve project scheduling. A more transparent

method of leave tracking will assist greatly in this area with a few blackout dates. This will ensure that resources are available at the right time.

7. The Project Communications Management Plan to keep stakeholders informed in an approved manner and ensure continuous feedback is great. However, a push-pull method will improve dissemination among project team members. Project SharePoint sites is one method this can be accomplished. It also simplifies the process of securing project documents at the conclusion of the project.

8. The Project Risk Management plan is an area that has received the attention it should. As the agency moves toward a more agile environment, more attention will need to be given to this at the project's inception, and throughout the life of the project.

9. The Project Procurement Management Plan which defines how to acquire project resources, and outlines rules governing the acquisitions, needs to be given more attention. The current process is arduous. The implementation of the newly minted Public Procurement Policy and system will greatly enhance this area.

10. The Project Stakeholders Management Plan which identifies and indicates how to manage stakeholders is important. Although the agency is incorporating more agile steps, thought must be given to how this will be addressed.

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

The Ministry of Labour’s website development project in Grenada aligns directly with the UN Sustainable Development Goals (SDGs), the Regenerative Development Approach (six processes of regeneration), and the 5P framework, making it a transformative initiative that supports Grenada’s National Sustainable Development Plan 2020–2035.

The implementation of the Website Development Project for the Ministry of Labour in Grenada aligns with the Sustainable Development Goals:-

- **SDG 8** (Decent Work and Economic Growth): Provides accessible labour market information, job postings, and worker protections online.
- **SDG 9** (Industry, Innovation, and Infrastructure): Establishes resilient digital infrastructure that modernizes public service delivery.
- **SDG 10** (Reduced Inequalities): Ensures inclusivity through multilingual support and accessibility features for vulnerable groups.
- **SDG 16** (Peace, Justice, and Strong Institutions): Promotes transparency and accountability in labour governance.
- **SDG 17** (Partnerships for the Goals): Encourages collaboration between government, unions, employers, and civil society.

Regenerative development emphasizes restoring and enhancing systems rather than merely sustaining them. The project aligns with the six processes of regeneration:-

1. **Reconnection:** Strengthens citizen engagement with labour institutions through transparent digital access.
2. **Resilience:** Builds adaptive infrastructure capable of responding to economic and social shifts.
3. **Reciprocity:** Creates mutual benefits for government, employers, and workers via participatory governance.
4. **Restoration:** Reduces ecological impact through green hosting and energy-efficient design.
5. **Regeneration:** Enhances social equity by empowering marginalized groups with access to labour services.
6. **Responsibility:** Embeds ethical data use and accountability mechanisms for long-term stewardship.

The development of the Ministry of Labour's website in Grenada can be validated through the lens of the 5P framework; People, Planet, Prosperity, Peace, and Partnerships, which provides a holistic approach to sustainable and regenerative development. For People, the platform empowers workers by enhancing access to labour services, promoting inclusivity, and strengthening digital literacy, thereby advancing social equity. In terms of the Planet, the project integrates eco-conscious design and renewable-powered hosting, minimizing its environmental footprint and aligning with regenerative principles of

restoration and responsibility. Regarding Prosperity, the website supports economic growth by connecting job seekers with opportunities and employers with talent, fostering efficiency and innovation in the labour market. For Peace, the initiative builds institutional trust through transparent governance, equitable labour practices, and accountability mechanisms that reinforce strong institutions. Finally, under Partnerships, the project encourages collaboration among government, unions, employers, and civil society, creating a participatory ecosystem that reflects the reciprocity and interconnectedness central to regenerative development. Together, these five dimensions demonstrate that the website project is not merely a technological intervention but a transformative tool that advances Grenada's sustainable development trajectory in alignment with the United Nations Sustainable Development Goals (UN, 2015) and the National Sustainable Development Plan 2020–2035 as illustrated in the Chart 45 below:-

Chart 47
5P Analysis Table

Pillar	Application to the Website Project
People	Empowers workers with information, promotes inclusivity, and enhances digital literacy.
Planet	Minimizes environmental footprint through renewable-powered hosting and eco-conscious design.
Prosperity	Supports economic growth by connecting job seekers with opportunities and employers with talent.
Peace	Builds institutional trust through transparent governance and equitable labour practices.
Partnerships	Encourages collaboration among government, unions, employers, and civil society.

Note. This chart was sourced from B. Bain, Author, 2025. Own Work

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APPENDICES

Appendix 1: FGP Charter

CHARTER OF THE PROPOSED FINAL GRADUATION PROJECT (FGP)

1. Student Name

BRENDA VANESSA BAIN

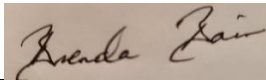
2. FGP Name

Project Management Plan for the Development of a Website for the Ministry of Labour, Grenada

3. Application Area (Sector or activity)

Information Technology

4. Student Signature



5. Name of the Graduation Seminar Facilitator

Mr. Carlos Brenes

6. Signature of the facilitator

7. Date of charter approval

8. Project start and finish date

10th December, 2024 | 10th October, 2025

9. Research Question

How can a website for the Ministry of Labour in Grenada be designed and developed to effectively communicate labour-related information to its citizens while ensuring accessibility and security.

10. Research Hypothesis

The implementation of a user-friendly and informative website for the Ministry of Labour will lead to significant increase in online engagement with at least 50% increase in online engagement with stakeholders. It will improve access to labour-related information services, and increase access to employment information and opportunities.

11. General Objective

To create a Project Management Plan for development of a website for the Ministry of Labour in Grenada.

12. Specific Objectives

Specific objectives

- i) To create an integration management plan to ensure that all components and deliverables of the project are properly coordinated and managed to achieve a successful project.
- ii) To create a scope management plan that outlines the scope of works required for the successful completion of the project.
- iii) To create a schedule management plan to ensure the project is completed within the time allotted.
- iv) To create a cost management plan that outlines the estimated cost of resources and ensures the project stays within the allocated budget.
- v) To create a quality management plan that outlines the quality standards and procedures that will ensure that project meets the required quality standard.
- vi) To create a resource management plan that ensures the right resources are sourced for the successful implementation of the project.
- vii) To create a communication management plan that ensures that stakeholders are informed and engaged throughout the project.
- viii) To create a risk management plan that identifies, assesses and manages and controls and mitigates against risks throughout the project.
- ix) To create a procurement plan that ensures the procurement of goods and services are fair, transparent and in line with the Procurement Act.

- x) To create a stakeholder management plan that identifies stakeholders' interests, influence and impact on the project.

13. FGP Purpose or Justification

The project management plan for the development of a website for the Ministry of Labour is a critical component of the Final Graduation Project because it requires the application of knowledge, skills and techniques learned through the academic program. This project enables students to demonstrate their understanding of project management principles, tools and methodologies, as well as apply these to real life situations.

The development of a website for the Ministry of Labour in Grenada is complex and requires careful planning, coordination and execution. It involves managing stakeholders, defining project scope, establishing timelines, allocating resources and mitigating risks. By creating a comprehensive project management plan, one demonstrates their ability to breakdown complex tasks into manageable components, establish priorities and allocate resources effectively.

The project management plan for the FGP allows for one to exhibit critical thinking, problem-solving, and communication skills. Also, one will identify potential risks and develop mitigating strategies, negotiate with stakeholders and present the plan to relevant parties. The FGP provides the opportunity for students to demonstrate their ability to work independently, think creatively and make informed decisions.

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

1. Graduation Seminar

1.1 FGP Deliverables

- 1.1.1 Charter & Prelim Bibliography
- 1.1.2 WBS
- 1.1.3 Chapter I Introduction
- 1.1.4 Chapter II Theoretical Framework
- 1.1.5 Chapter III Methodological Framework
- 1.1.6 Annexes
 - 1.1.6.1 Bibliography
 - 1.1.6.2 Schedule

1.2 Graduation Seminar Approval

2. Tutoring Process

2.1 Tutor

- 2.1.1 Tutor Assignment
- 2.1.2 Communication

2.2 Adjustments of Previous Chapters

2.3 Chapter IV Development Results

- 2.3.1 Integration Management Plan
- 2.3.2 Scope Management Plan
- 2.3.3 Schedule and Cost Management Plan
- 2.3.4 Quality Management Plan
- 2.3.5 Resource Management Plan
- 2.3.6 Communication Management Plan
- 2.3.7 Risk Management Plan
- 2.3.8 Procurement Management Plan
- 2.3.9 Stakeholder Management Plan
- 2.3.10 Adjustments of Previous Chapters

3. Reading by Reviewers

3.1 Reviewers Assignment Request

- 3.1.1 Assignment of two Reviewers
- 3.1.2 Communication
- 3.1.3 FGP Submission to Reviewers

3.2 Reviewers Work

3.2.1 Reviewer 1

- 3.2.1.1 FGP Reading
- 3.2.1.2 Reader 1 Report

3.2.2 Reviewer 2

- 3.2.2.1 FGP Reading
- 3.2.2.2 Reader 2 Report

4. Adjustments

- 4.1 Reviewers Assignment Request
- 4.2 FGP Update
- 4.3 Second Review by Reviewers

5. Presentation to Board of Examiners

- 5.1 Final Review of Board
- 5.2 FGP Grade Report

15. FGP Budget

The Budget for the FGP will cover the cost for printing, binding, reviewing and shipping which may between \$500 to \$700 Eastern Caribbean Dollars

16. FGP Planning and Assumptions

- I. It is assumed that information will be sourced from the organization for the development of the FGP.
- II. It is assumed that the Tutor will be accessible for guidance for the development of the FGP.
- III. It is assumed that students give adequate time for the completion of the FGP.
- IV. It is assumed that all templates are available for the FGP.

17. FGP Constraints

- I. Lack of guidance from advisors can leave the student without direction leading to delays in completing the FGP.
- II. Personal health issues may occur such as mental health concerns that can impact the ability to complete the FGP.
- III. Conflicting priorities or commitments – competing commitments such as part-time jobs or family obligations can hinder the completion of the FGP.
- IV. Lack of motivation or engagement - students may struggle with motivation or interest in their project, leading to procrastination, and incomplete work.

18. FGP Development Risks

- I. Inaccessibility of information can hinder the delivering of the FGP
- II. Tutor or Advisor unable to review project may lead to delayed submission of FGP.
- III. Failed technology with the University Website can affect the completion of the FGP.
- IV. If the schedule is not adhered to this can cause delays with the FGP.

19. FGP Main Milestones

Milestones are related to deliverables on the second level (deliverables) and third level (control accounts) of the WBS of section 14 of this Charter. At the same time the deliverables are related to the specific objectives (in the case of the FGP please include the times for the tutorship reviews as well as for the readership).

Deliverable	Finish estimated date
1. Graduation Seminar	
1.1.1 Charter	22/10/2024
1.1.3 Chapter I Introduction	
1.1.4 Chapter II Theoretical Framework	18/11/2024
1.1.5 Methodological Framework	25/11/2024
1.2 Graduation Seminar Approval	9/12/2024
2. Tutoring Process	
2.1 Tutor	10/12/2024
2.1.1 Tutor Assignment	10/12/2024
2.1.2 Communication	16/12/2024
2.2 Adjustments of Previous Chapters	17/12/2024
2.3 Chapter IV Development (Results)	18/12/2024
2.3.1 Integration Management Plan	18/12/2024
2.3.2 Scope Management Plan	20/12/2024
2.3.3 Schedule & Cost Management Plan	21/12/2024
2.3.4 Quality Management Plan	23/12/2024
2.3.5 Resource Management Plan	25/12/2024
2.3.6 Communication Management Plan	27/12/2024
2.3.7 Risk Management Plan	29/12/2024
2.3.8 Procurement Management Plan	31/12/2024
2.3.9 Stakeholder Management Plan	2/01/2025
2.3.10 Adjustment to Previous Chapters	5/01/2025
3. Reading by Reviewers	
3.1 Reviewers Assignment Request	10/01/2025
3.1.3 FGP Submission to Reviewers	17/01/2025
3.2.1 Reviewer 1	27/01/2025
3.2.1.2 Reader 1 Report	5/02/2025
3.2.2 Reviewer 2	10/02/2025
3.2.2.2 Reader 2 Report	17/02/2025
4. Adjustments	
4.3 Second Review by Reviewers	21/02/2025
5. Presentation to Board	

5.1 Final Review by Board	26/02/2025
5.2 FGP Grade Report	9/03/2025

20. Theoretical Framework

20.1 Estate of the “Matter”

Presently the Ministry operates with a website with limited information, that does not adequately meet the public’s demands. The Ministry should have available to stakeholders who are employees and employers, investors and members of the public the following information on the Ministry, the purpose of the Ministry, services offered, ILO Conventions Ratified, Work Permits Issued, Agreements signed number of strikes etc.

The implementation of a project management plan for the development of the website for the Ministry of Labour, will ensure that the project is delivered in a timely manner, meeting the needs of the public and stakeholders.

Meeting with the management, staff and other stakeholders will ensure that the website has the necessary features needed to have a positive outcome on completion.

20.2 Basic Conceptual Framework

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

- i. Project
- ii. Portfolio
- iii. Programme
- iv. Project Domains
- v. Project Life Cycle
- vi. Business Strategy
- vii. Project Management
- viii. Project Management Knowledge areas
- ix. Project Management Plan
- x. Project Charter

21. Methodological Framework

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
To create an integration management plan to ensure that all components and deliverables of the project are properly coordinated, and managed to achieve a successful project.	Integration Management Plan	Meetings with staff members Interviews PMBOK Guide 7 th Edition	Descriptive research	Expert Judgment Meetings	There is high expectation and limited time to deliver the project
To create a scope management plan that outlines the scope of works required for the successful completion of the project.	Scope Management Plan			Expert Judgment Meetings Interviews	Omission of elements may cause the project to prolong.
To create schedule management plan to ensure the project is	Time Management Plan			Expert Judgment Analytical Techniques PM Software	Unavailability of information may cause the

completed within the time allotted timeframe.					project to delay
To create a cost management plan that outlines the estimated cost of resources and ensures the project stays within the allocated budget.	Cost Management Plan			Expert Judgment Cost Aggregation Analytical Techniques Forecasting	Cost overruns will require the approval of the project sponsor.
To create a quality management plan that outlines the quality standards and procedures that will ensure the project meets the required quality standard.	Quality Management Plan			Inspection Quality Metrics	Compliance with Organizations IT Security Policy
To create a resource management plan that	Resource Management Plan			Organizational Chart	Non-availability of staff

ensures the right resources are sourced for the successful implementation of the project.					
To create a communication management plan that ensures stakeholders are informed and engaged throughout the project.	Communication Management Plan			Expert Judgment Communication Methods Meetings	Communication plan unable to identify all technologies available
To create a risk management plan that identifies, assesses, manages controls and mitigates against risks throughout the project.	Risk Management Plan			Expert Judgment Risk Categorization Risk Probability & Impact	The project not allow for additional resources
To create a procurement plan that ensures the procurement	Procurement Management Plan			Meetings Estimates Expert Judgment	The organization's mandatory procurement

of goods and services are fair, transparent and compliant with the Procurement Act.					nt process may lengthen the procurement timeline
To create a stakeholder management plan that identifies stakeholders' interests, influence and impact on the project.	Stakeholder Management Plan			Meetings Expert Judgment Stakeholder Analysis	Limited access to stakeholders

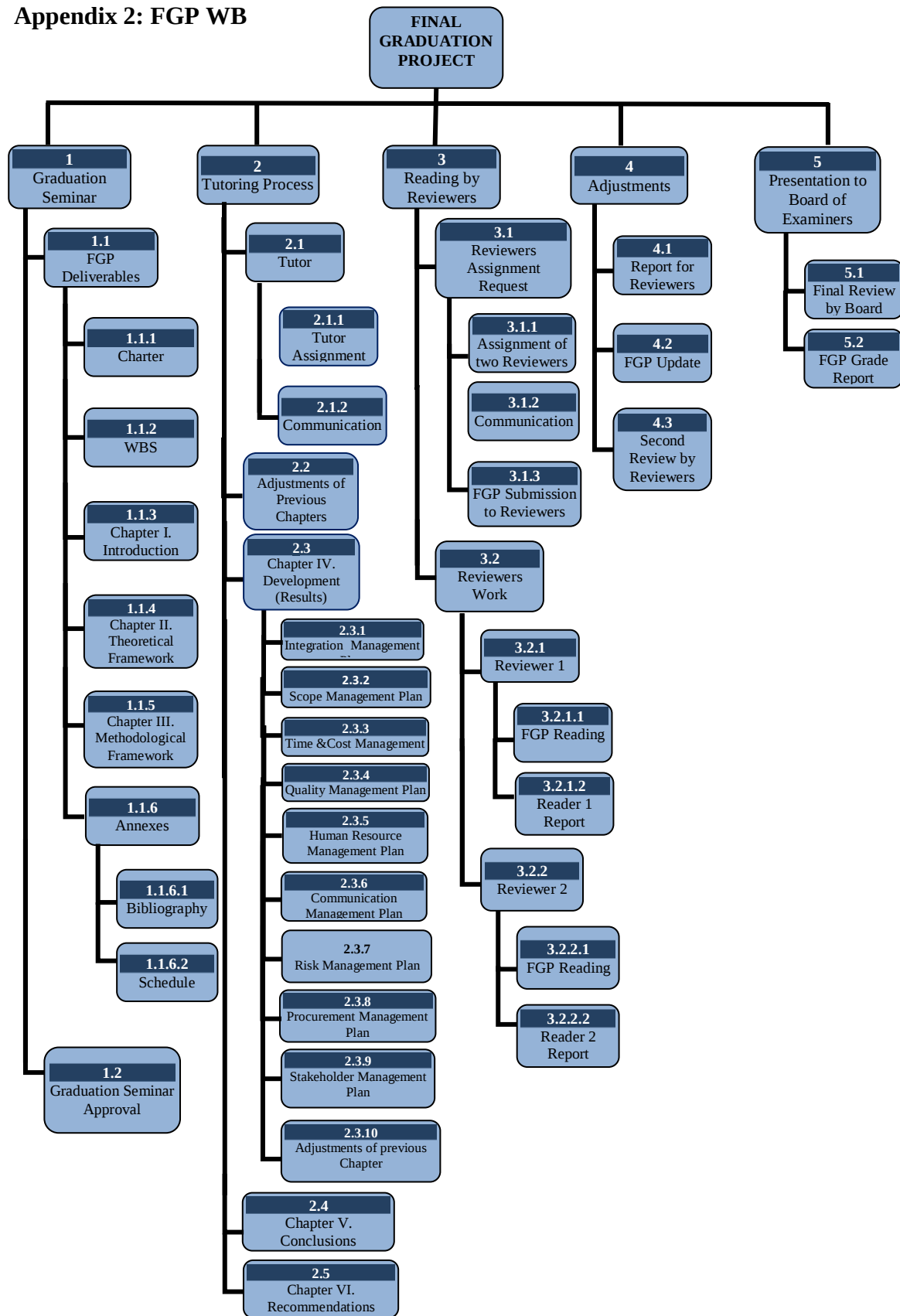
22. Validation of the work in the field of the regenerative and sustainable development.

The project promotes regenerative development by integrating social, economic and environmental considerations into its design and implementation. It aims to restore and regenerate natural resources, promote fair labour practices and prioritize the voices of the marginalized communities. By doing so the project contributes to the regeneration of ecosystems, revitalization of communities and promotion of sustainable livelihoods.

The project also promotes sustainable development by reducing waste and pollution, promoting sustainable consumption and production patterns, and encouraging the adoption of renewable energy sources. It contributes to the achievement of several Sustainable Development Goals (SDG's) including SDG 8 (Decent Work and Economic Growth, SDG 12 (Responsible Consumption and Production) , and SDG 13 (Climate Action). It promotes sustainable development

by ensuring the needs of the present and future generations are met. It also contributes to preserving the natural resources and ecosystems that support life on earth.

Appendix 2: FGP WB



Appendix 3: FGP Schedule

Final Graduation Project - Schedule				
ID	Task Name	Start (Date)	End (Date)	Duration (Days)
1	Final Graduation Project			0
2	FGP Start	10/22/2024	4/11/2025	171
3	1. Graduation Seminar	10/22/2024	12/9/2024	48
4	1.1 FGP Deliverables	10/22/2024	10/28/2024	6
5	1.1.1 Charter	10/28/2024	11/4/2024	7
6	1.1.2 WBS	11/4/2024	11/11/2024	7
7	1.1.3 Chapter I. Introduction	11/11/2024	11/18/2024	7
8	1.1.4 Chapter II. Theoretical Framework	11/18/2024	11/25/2024	7
9	1.1.5 Chapter III. Methodological Framework	11/25/2024	12/2/2024	7
10	1.1.6 Annexes	12/2/2024	12/9/2024	7
11	1.1.6.1 Bibliography	12/2/2024	12/9/2024	7
12	1.1.6.2 Schedule	12/2/2024	12/9/2024	7
13	1.2 Graduation Seminar Approval	12/2/2024	12/9/2024	7
14	2. Tutoring Process	12/10/2024	3/14/2025	94
15	2.1 Tutor	12/10/2024	12/13/2024	3
16	2.1.1 Tutor Assignment	12/10/2024	12/10/2024	0
17	2.1.2 Communication	12/11/2024	12/14/2024	3
18	2.2 Adjustments to Previous Chapters	12/15/2024	12/22/2024	7
19	2.3 Chapter IV. Development of Results	12/23/2024	12/30/2024	7
20	2.3.1 Integration Management Plan	12/31/2024	1/6/2025	7
21	2.3.2 Scope Management Plan	1/7/2025	1/14/2025	7
22	2.3.3 Time Management Plan	1/15/2025	1/22/2025	7
23	2.3.4 Cost Management Plan	1/28/2025	2/4/2025	7
24	2.3.5 Quality Management Plan	2/5/2025	2/12/2025	7
25	2.3.6 Resource Management Plan	2/13/2025	2/20/2025	7
26	2.3.7 Communication Management Plan	2/21/2025	2/28/2025	7
27	2.3.8 Risk Management Plan	3/1/2025	3/8/2025	7
28	2.3.9 Procurement Management Plan	3/9/2025	3/16/2025	7
29	2.3.10 Stakeholder Management Plan	3/9/2025	3/16/2025	7
30	3 Reading by Reviewers	3/17/2025	4/11/2025	25
31	3.1 Reviewers Assignment Request	3/17/2025	3/18/2025	1
32	3.1.1 Assignment of two Reviewers	3/19/2025	3/20/2025	1
33	3.1.2 Communication	3/21/2025	3/23/2025	2
34	3.1.3 FGP Submission to Reviewers	3/24/2025	3/28/2025	4
35	3.2 Reviewers Work	3/29/2025	3/30/2025	1
36	3.2.1 Reviewer 1	4/1/2025	4/2/2025	2
37	3.2.1.1 FGP Reading	4/3/2025	4/3/2025	1
38	3.2.1.2 Reader 1 Report	4/4/2025	4/6/2025	3
39	3.2.2 Reviewer 2	4/7/2025	4/7/2025	1
40	3.2.2.1 FGP Reading	4/8/2025	4/9/2025	2
41	3.2.2.2 Reader 2 Report	4/10/2025	4/11/2025	1
42	4. Adjustments	4/12/2025	4/14/2025	3
43	4.1 Report by Reviewers	4/12/2025	4/14/2025	3
44	4.2 FGP Update	4/15/2025	4/16/2025	2
45	4.3 Second Review by Reviewers	4/17/2025	4/20/2025	4
46	5. Presentation to Board of Examiners	4/21/2025	4/23/2025	3
47	5.1 Final Review by Board	4/21/2024	4/22/2024	2
48	5.2 FGP Grade Report	4/23/2025	4/23/2025	1

Appendix 4:Preliminary Bibliographical Research

For the Preliminary Bibliography Research, I looked at various areas of the project and some of the Knowledge areas in Project management as outlined below: -

Cheong, H-I., Lyons, A., Houghton, R., & Majaumdar, A. (2023, May). *Secondary Qualitative Research Methodology Using Online Data within the Context of Social Sciences*.

This will be beneficial to the Research Project:

- (i) Get an understanding of online behavior
- (ii) Online data collection its convenience and cost effectiveness
- (iii) Methodological innovation which can lead to the development of novel methods and get a better understanding of users thus creating a more user-centric website

Doe, J. (2019). *An Exploration of Website Development for Government Ministries: A Qualitative Study* [Doctoral dissertation].

This will be beneficial to the Research Project:

- (i) These primary sources of data can provide valuable insights into agile project management, software development and website development.

Garg, S. K., & Sharma, A. K. (2020). *Project Integration Management: A Review and Future Directions*.

This will be beneficial to the Research Project:

- (ii) It will ensure a holistic approach to project management
- (iii) It will aid in effective communication and coordination among team members and stakeholders

Kerzner, H. (2020). *Project management: A systems approach to planning, scheduling, and controlling* (13th ed.). John Wiley & Sons.

This will be beneficial to the Research Project:

- (i) It will help to identify, analyze and prioritize project stakeholders
- (ii) It will help to develop effective stakeholder engagement and communication strategies

Mishra, A. K., & Garg, S. K. (2020). *Project Risk Management: A Review and Future Directions*.

This will be beneficial to the Research Project:

- (i) It will help to identify and mitigate project risks and threats
- (ii) Aid in the development of risk response strategies and enhance project resilience and adaptability

Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). *Purchasing and supply chain management* (7th ed.). Cengage Learning.

This will be beneficial to the Research Project:

- (i) It will ensure effective procurement planning and execution
- (ii) It will enhance project supply chain management and logistics

Pinto, J. K., & Bahaj, A. T. (2020). *Project Scheduling: A Review and Future Directions*.

This will be beneficial to the Research Project:

- (i) Helps with project scheduling and timeline
- (ii) Enhances project monitoring and control capabilities

Raymond, G., & Venkatesh, A. (2021). *Project cost management and control: A practical guide to budgeting and cost tracking* (2nd ed.). Routledge

This will be beneficial to the Research Project:

- (i) It will guide in the creation of a project budget and cost baseline
- (ii) Ensure effective cost control and monitoring

Schwaber, K., & Sutherland, J. (2020). *The Scrum guide: The definitive guide to Scrum: The rules of the game*. Scrum.org.

This will be beneficial to the Research Project:

- (i) Foster collaboration with team members and stakeholders to ensure alignment with project goals and objectives
- (ii) Implement flexible and responsive project planning, allowing you to adjust to changing requirements
- (iii) Enhance the projects iterative development by adapting to emerging requirements and delivering a high-quality website

Smith, J., & Taylor, R. (2020). *Effective training strategies for website proficiency in the digital age*. Journal of Educational Technology, 35(2), 121-135.

This will be beneficial to the Research Project:

- (i) Help in the development of a Training Programme
- (ii) Ensure that staff is proficient in the use of the website

Appendix 5: Other Relevant Information

Letter of Verification

Perdmontemps
St. David
Grenada

Telephone Number: 473-404-7553

23rd October, 2025

To Whom It May Concern

Dear Sir/Madam,

This is to notify you that I have reviewed Brenda Bain's Final Graduation Project making structural, typographical and grammatical corrections where necessary.

I am an Instructor within the School of Arts and Science at St. George's University, Grenada. I have lectured in College English I and II over the past fourteen years in that Department and hold a Masters of Communication Degree from the London School of Economics. A copy of same is attached.

Sincerely,

QueenAnnie Gill
.....
Queen Annie Gill



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

Queen Annie Gill

Having completed the approved course of study and
passed the examinations has this day been admitted to
the London School of Economics and Political Science

Degree of

MASTER OF SCIENCE

With Merit

In the following field of study

Media, Communication and Development



A handwritten signature in black ink, appearing to read 'Howard D. Pearce'.

Director, The London School of
Economics and Political Science

A handwritten signature in black ink, appearing to read 'Peter Sutherland'.

Chairman of Court and Council

Date of Award 1 November 2010

