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# **Project Management Plan**

# 1.1 Project Charter

The charter serves as a reference point throughout the project, ensuring alignment with organizational goals and helping to manage expectations, resources, and risks.

### 1.1.1 Project Title

AI-Driven Face Mask Detection System Development

### 1.1.2 Background

Automated health safety procedure monitoring, including public space face mask usage, is critically needed in response to worldwide health safety regulations. This project aims to create an advanced face mask identification system by utilizing TensorFlow Keras and other advanced machine learning techniques. Organizations will be better equipped to monitor and enforce mask-wearing policies thanks to the system efficiently.

### 1.1.3 Objectives

The following objectives were set at the start of the project to steer the activities, goals, and direction of the entire project:

- Reach a detection accuracy rate of more than 90% to guarantee the system can recognize whether a mask is worn in various scenarios.
- Reduce the requirement for hardware upgrades by designing the system to be easily integrated with the current video surveillance infrastructure.
- Verify that the solution is scalable and can be used in environments varying from major transit hubs to tiny retail stores.
- Examine video feeds in real-time and respond with notifications or actions immediately.
- Take steps to address privacy issues by implementing data handling procedures and anonymously processing data.

### 1.1.3.1 *Scope*

This project encompasses the development of a machine learning model, from the initial data collection and processing phase to the deployment model's training, validation, and preparation.

### 1.1.3.2 *In-Scope*:

- Collection and annotation of a diverse facial dataset with and without masks.
- Development of a machine learning model using TensorFlow Keras.
- Validating the model's accuracy and efficiency across various scenarios and environments.
- Creation of a deployment strategy that includes integration with existing surveillance systems.

### 1.1.3.3 **Out-of-Scope:**

- Manufacturing of hardware or additional surveillance equipment.
- Development of unrelated software functionalities beyond face mask detection.

#### 1.1.4 Stakeholders

The following stakeholders were involved in the project:

- *Project Sponsor*: Provides funding and strategic oversight.
- Project Manager: Oversees project milestones, budget, and time constraints.
- *Data Scientists*: Lead development of the machine learning model, handling data collection, preprocessing, and validation.
- *Integration Consultants*: Assist with the technical integration of the system, ensuring compatibility and optimizing performance.

### 1.1.5 Roles and Responsibilities

The following roles were outlined and assigned to the different project stakeholders:

- *Project Manager*: Manages overall project execution, stakeholder communication, and resource allocation.
- *Data Scientists:* Responsible for technical tasks from dataset preparation to model training and validation.
- *Integration Consultants:* Provide technical advice on system integration, ensuring seamless deployment and functionality across different operational environments.

### 1.1.6 Initial Risks and Assumptions

In every project, the potential risks that come with the initialization and carrying out of the project should be identified. Similarly, any assumptions made due to the uncertainty of the future stages of the project must be stated and understood by each project member.

### 1.1.6.1 Risks

- Difficulties in reaching target accuracy levels in various settings because of different types of face masks, occlusions, and lighting.
- Difficulties integrating the concept without modifications with widely disparate current systems.

### 1.1.6.2 Assumptions:

- Access to sufficient and diverse training data to develop a robust model.
- Availability of technical documentation and support from existing system vendors for smooth integration.

# 1.2 Project Scope Statement

The project statement provided a clear and concise overview of the project's purpose, scope, constraints, and key stakeholders, serving as a foundational document for project planning and execution.

# 1.2.1 Scope Description

The project encompasses developing and deploying a machine-learning model capable of identifying individuals wearing masks in video feeds. The model will support real-time operations and adapt to various implementation scales, from small retail stores to major transit hubs.

### 1.2.2 Deliverables

The project had the following deliverables set:

- *Annotated Dataset*: A comprehensive dataset annotated for mask presence, type, and fit, optimized for effective training of the detection model.
- *Machine Learning Model*: A robust TensorFlow Keras-based model, capable of high accuracy and efficiency, ready for deployment.
- *Integration Guidelines*: Detailed documentation for integrating the model into existing surveillance systems, ensuring ease of deployment and operational efficiency.

### 1.2.3 Exclusions

The following exclusions were made during the project planning process:

- *Hardware Development*: The focus remains on software solutions, not on developing new hardware; the project aims to integrate with existing infrastructure.
- Full-fledged software development: The project excludes the comprehensive development and deployment of a software application due to financial constraints that might come with it.

# 1.2.4 Acceptance Criteria

The following acceptance criteria was applied for the project:

- The model must achieve a minimum of 95% accuracy in detecting face masks in varied lighting conditions and occlusions.
- The model must demonstrate real-time processing capabilities suitable for live video feed analysis.
- Integration guidelines must be comprehensive, clearly outlining steps for deploying the model across different platforms and systems.

#### 1.2.5 Constraints

The project operates under several constraints that may impact its execution and outcomes:

- Limited Budget and Resources: Due to budget constraints, data collection and processing capabilities may be limited. This could affect the model's training and overall performance.
- *Timeline Constraints*: The project timeline is constrained to ensure timely development and readiness for deployment. Delays in any phase could have effects on the project schedule.

### 1.2.6 Assumptions

Certain assumptions are made to guide the project's planning and execution:

- Data Availability: The project assumes the availability of diverse and comprehensive datasets for training the AI model. This includes data encompassing various scenarios, such as the different face mask types, occlusions, and lighting conditions.
- System Compatibility: It is assumed that existing systems, where the AI model will be integrated, can support TensorFlow Keras models without requiring significant modifications. This assumption is crucial for seamless integration and functionality within the target systems.

# 1.3 Work Breakdown Structure (WBS)

The WBS served as a roadmap to help allocate resources, estimate timelines, track progress, and meet all project requirements. Each level of the WBS represents a different level of detail, from high-level phases to specific tasks, enabling effective project management and coordination throughout the project lifecycle.

### 1. Planning Phase:

- 1.1 Define Project Scope
  - Determine and document the boundaries of the project, including objectives, deliverables, and major milestones.
- 1.2 Secure Project Sponsorship
  - Obtain commitment and financial support from stakeholders to ensure the project has the necessary resources.
- 1.3 Requirement Gathering
  - Collect detailed requirements from stakeholders to define the functionalities and performance expectations of the AI system.

- 1.4 Develop Project Plan
  - Create a comprehensive project plan that outlines the timeline, resource allocation, risk management, and communication strategies.

### 2. Design Phase:

- 2.1 Model Architecture Design
  - Design the structure of the machine learning model, including the selection of algorithms, data flow, and integration points.
- 2.2 Data Architecture Design
  - Plan and design the structure of data storage, management, and processing infrastructure to support model development and deployment.
- 2.3 Integration Plan
  - Develop a strategy for integrating the AI model with existing systems, ensuring compatibility and performance optimization.

### 3. Development Phase:

- 3.1 Data Collection & Annotation
  - Gather and label relevant data needed for training the AI model, ensuring it is diverse and representative of real-world scenarios.
- 3.2 Model Development
  - Build the AI model using the chosen architecture, programming languages, and tools.
- 3.3 Model Optimization
  - Refine the model to improve performance, accuracy, and efficiency, using techniques like parameter tuning and algorithm optimization.

### 4. Deployment Phase:

- 4.1 Deployment Planning
  - Plan the deployment process, including the necessary steps, resources, and timeline for a successful launch.
- 4.2 Model Integration
  - Integrate the model into the existing infrastructure, ensuring seamless operation with other system components.
- 4.3 Final Deployment
  - Execute the final deployment of the model, including final testing and verification to ensure it operates as intended in a live environment.

### 5. Evaluation and Refinement:

- 5.1 Feedback Collection
  - Gather user feedback to evaluate system effectiveness and identify improvement areas.
- 5.2 System Refinement
  - Update the system based on feedback and ongoing technological advancements to enhance functionality.

A graphical representation of the WBS is as shown below:

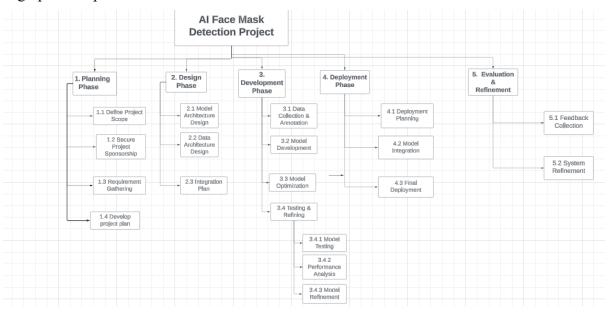


Fig 1: WBS of the AI Face Mask Detection Project

# 1.4 Project Schedule

The project schedule outlines the sequence of activities, tasks, milestones, and deadlines required to complete the project within a specified timeframe. Below is the project schedule for the project:

### 1.4.1 Planning Phase

- Define Project Scope (1 week)
- Secure Project Sponsorship (1 week)
- Requirement Gathering and Analysis (2 weeks)
- Develop Project Plan and Schedule (1 week)

### 1.4.2 Design Phase

- Model Architecture Design (2 weeks)
- Data Architecture Design (2 weeks)
- Integration Plan (1 week)

### 1.4.3 Development Phase

- Data Collection and Annotation (3 weeks)
- Model Development (4 weeks)
- Model Optimization (2 weeks)
- Testing and Refining
- Model Testing (2 weeks)
- Performance Analysis (1 week)
- Model Refinement (1 week)

### 1.4.4 Deployment Phase

- Deployment Planning (1 week)
- Model Integration (2 weeks)
- Final Deployment (1 week)

### 1.4.5 Evaluation and Refinement

- Feedback Collection ( 2 weeks)
- System Refinement (3 weeks)

Total Estimated Project Duration: 29 weeks

#### 1.4.6 Gantt Chart

A Gantt chart was used to give a graphical presentation of the project's schedule in its respective timeframes. This is as shown in Figure 2.

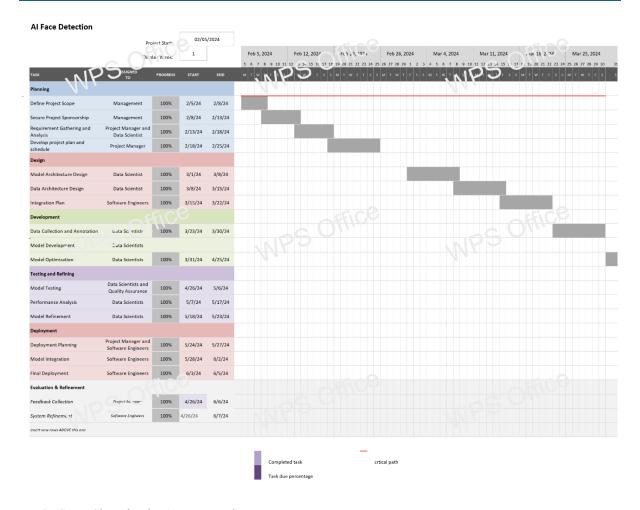


Fig 2: Gantt Chart for the AI Face Mask Detection Project

The following are the benefits of creating the Gantt Chart:

### 1.4.6.1 Task Dependencies:

The chart outlines dependencies between tasks, showing how the initiation of certain tasks is contingent upon the completion of others. For example, 'Model Testing' cannot begin until 'Model Development' is complete. This dependency management is crucial for the fluid execution of project activities.

### 1.4.6.2 Milestones

Key milestones are marked to signify major achievements or phases within the project. Milestones such as the completion of 'Data Collection and Annotation' and 'Final Deployment' serve as checkpoints that help gauge the project's progress and success.

### 1.4.6.3 Progress Tracking:

The chart is updated regularly to reflect the current progress of each task, which is crucial for project management. Completed tasks are highlighted, and ongoing tasks are monitored for progress to ensure the project stays aligned with its timeline.

# 2 Project Cost Management Analysis

### 2.1 Cost Estimation Methods:

For the AI Face Detection System Development project, we employed two primary cost estimation methods, chosen for their relevance and utility given the project's specific context:

### 2.1.1 Analogous Estimating

Utilizing cost data from past projects that involved similar AI and machine learning systems, this method provided a rapid initial estimate, which is particularly valuable during the early conceptual phase of our project. It offered a baseline cost idea, helping to shape preliminary budget discussions and stakeholder expectations.

### 2.1.2 Bottom-Up Estimating

This approach complemented analogous estimating by providing a granular cost breakdown once the project's specific requirements were better defined. Each component of the AI system, from data collection modules to algorithm development and system integration, was evaluated for costs, ensuring comprehensive coverage and preventing budget overruns.

Combining these methods ensured a balanced approach, providing both a macro and micro view of the project costs and enhancing the reliability of our project's cost estimations.

# 2.2 Budget Allocation Across Project Phases and Activities

The financial resources for the AI Face Detection System Development are allocated as follows, reflecting the strategic priorities and complexity of each phase:

### 2.2.1 Research and Development (40% of total budget)

This phase focuses on developing innovative AI algorithms capable of detecting faces and determining mask usage accurately. The budget supports extensive research activities, including exploratory data analysis and preliminary model testing, which are critical to setting a robust foundation for the project.

### 2.2.2 Data Acquisition and Preparation (40% of total budget)

Given the AI system's reliance on high-quality, varied data for training, significant investment is directed towards acquiring a comprehensive dataset that includes diverse demographic representations and different mask types. This phase also covers the labor-intensive process of data cleaning and annotation, ensuring the data's usability in training the detection model.

### 2.2.3 Testing and Quality Assurance (20% of total budget)

After the development phase, rigorous testing is essential to validate the model's accuracy and robustness in real-world scenarios. This budget portion also supports iterative refinements based on testing outcomes, quality assurance practices, and final adjustments before deployment, ensuring the system meets all performance and safety standards.

### 2.3 Cost Control Mechanisms:

To manage costs effectively and ensure fiscal discipline throughout the project lifecycle, the project implemented the Earned Value Management (EVM) system. EVM allowed us to track and analyze the project's financial performance by comparing:

- Planned Value (PV): The budgeted cost for work scheduled.
- Actual Cost (AC): The actual expenditure on the work performed.
- Earned Value (EV): The value of the work actually completed.

By integrating these financial metrics with project management, EVM provided a clear picture of both current and projected financial statuses, facilitating proactive adjustments. This systematic approach was vital for maintaining budget control, especially in a project with high complexity and innovation levels such as the AI Face Detection System.

# 3 Project Communication and Resource Management Plan

# 3.1 Project Communication Plan

Effective communication was pivotal in maintaining alignment and transparency among stakeholders and team members throughout the AI Face Detection System project. Key communication needs included regular updates on project status, milestones achieved, issues encountered, and detailed technical reports on the development, testing, and results of the AI model.

Methods implemented to ensure effective communication included:

- Weekly and Monthly Status Report Meetings: These sessions provided a platform for discussing progress, challenges, and next steps.
- Regular Emails and Ad Hoc Communications: These ensured that all team members and stakeholders were kept informed about daily operations and any immediate changes.
- Feedback Mechanism: An empathetic approach was maintained towards team members with a robust feedback mechanism, which was crucial for continuous improvement and maintaining high morale.

# 3.2 Project Resource Management Plan

The AI Face Detection System project required meticulous management of human, material, and technological resources:

- *Human Resources:* The project team consisted of Data Scientists, AI specialists, Project Managers, and other support staff. Their collaborative efforts were integral to every phase of the project, from initial research to final deployment.
- Material Resources: High-quality data was essential for training the AI model.
  Specialized software required for data analysis, AI modeling, and project management was utilized to ensure technical needs were adequately met.

- *Technological Resources:* We secured access to cloud services such as AWS and Google Cloud for scalable data storage and processing. Development tools and platforms like TensorFlow and PyTorch were vital in supporting the advanced technical demands of developing the AI model.
- *Allocation and Optimization:* A Resource Allocation Matrix (RAM) was employed to align resource availability with project needs across different phases. Regular monthly reviews helped adjust resource allocation based on project progress and specific phase requirements, ensuring efficient use of resources.

# 3.3 Potential Constraints and Mitigation Strategies:

### 3.3.1 Constraints

The project faced several constraints:

- Budget Constraint: Limited budgeting initially restricted the acquisition of extensive high-quality data and advanced technological tools.
- *Skill Constraint:* The specialized nature of AI development posed challenges in finding or retaining highly skilled AI talent.
- *Technology Limitations:* At times, existing technological resources fell short of meeting all the demands for advanced AI development and large-scale data processing.

### 3.3.2 Mitigation Strategies

The following strategies were employed to try to mitigate the shortcomings:

- *Training and Development:* Significant investments were made in training team members to enhance skills and reduce dependency on external expertise, improving project outcomes and building internal capabilities.
- Scalable Technology Solutions: Using scalable cloud solutions helped manage costs while meeting the computing needs required for the project, ensuring that technological scalability did not hamper project progress.

# 4 Project Risk and Quality Management Strategies

### 4.1 Risk Management Plan

The AI Face Detection System project encountered some risks, some of which were initially identified in the project management plan. This led to a thorough assessment and strategic management to mitigate potential impacts on the project's success.

# 4.2 Key Risks and Expanded Mitigation Strategies

### 4.2.1 Accuracy Challenges

*Risk*: Difficulties in reaching target accuracy levels in various settings due to different types of face masks, occlusions, and lighting.

Mitigation Strategy: Implemented advanced image processing algorithms and machine learning techniques to enhance model robustness against variable conditions. Conducted extensive testing across diverse environments to train the model effectively.

Contingency Plan: In case of persistent accuracy issues, additional datasets with more varied scenarios were prepared for integration to refine the model further.

### 4.2.2 Integration Challenges

*Risk*: Difficulties integrating the AI system without modifications with widely disparate current systems.

Mitigation Strategy: Developed modular integration approaches allowing for adaptable connections with different surveillance systems. Engaged early with system providers to understand compatibility requirements and adjust the integration strategy accordingly.

Contingency Plan: Set up a dedicated technical support team to handle integration issues onsite during the initial deployment phase and troubleshoot and resolve issues in real-time.

# 4.3 Quality Management Plan

Maintaining high quality standards was paramount in delivering a reliable and effective AI Face Detection System. We established rigorous quality benchmarks and control processes to ensure all project deliverables met specified standards.

# 4.3.1 Quality Benchmarks

Accuracy: The AI model needed to achieve at least 95% accuracy in face mask detection across all tested environments.

*Performance:* System performance was benchmarked to process images within 2 seconds per frame with a system uptime of 99.9%.

*User Satisfaction:* Aimed for a user satisfaction rate exceeding 90%, evaluated through post-deployment surveys.

#### 4.3.2 Control Processes

Quality Audits: Bi-weekly quality audits were conducted to assess project outputs against these benchmarks.

### 4.3.3 Quality Measures

*User Acceptance Testing*: Carried out detailed User Acceptance Testing with end-users to ensure the system met operational requirements and user expectations before full-scale deployment.

# 5 Project Procurement Plan

# **5.1** Procurement Requirements

The procurement needs for the AI Face Detection System project were defined based on the specific scope of the project and the identified resource gaps that could not be internally filled. Key procurement requirements included:

#### 5.1.1 Software and Tools

Licensing advanced software tools and platforms necessary for AI model development, such as TensorFlow, PyTorch, and proprietary image processing software.

### 5.1.2 Cloud Services

Procurement of scalable cloud services for data storage and processing to handle the large volumes of data generated and used by the AI model. This included services like AWS and Google Cloud.

### **5.1.3** Consultancy Services

Engagement of external experts in AI and machine learning to supplement the internal team's capabilities, particularly for specialized tasks such as advanced algorithm development and optimization.

### 5.2 Vendor Selection Process

The vendor selection process was designed to ensure that the most competent vendors were chosen, providing the best value and alignment with project requirements:

### **5.2.1** Criteria Development

We established clear selection criteria based on quality, reliability, cost, vendor reputation, and after-sales support.

### 5.2.2 Evaluation and Shortlisting

Proposals were evaluated against our criteria, and vendors were shortlisted based on their ability to meet our specific needs.

### 5.2.3 Negotiations and Final Selection

Conducted negotiations with shortlisted vendors to secure the best terms and prices. The final selection was made based on which vendors offered the optimal balance of cost, capability, and service.

### 5.3 Contractual Considerations

Contracts with vendors were carefully drafted to include:

- Scope of Services: Clearly defined what was to be delivered, service with timelines.
- *Cost Structure:* Detailed pricing models, payment schedules, and conditions for cost variations.
- *Termination Clauses:* Conditions under which the contract could be terminated, including penalties and obligations on both sides.

### **5.4** Procurement Management and Closure Processes

To manage procurement effectively, the following processes were implemented:

- *Procurement Tracking:* Implemented a system to track the status of each procurement activity, from initiation through to closure.
- *Vendor Management:* Regularly reviewed vendor performance against contract terms to ensure compliance and resolve any issues promptly.
- Closure and Review: Upon completion of the procurement cycle, we conducted a formal review to assess the success of the procurement strategy and gather lessons for future projects.