

PROGRAM CHANGE CONTROL PLAN



Program Title:

Ghazi School Digital Learning Improvement Program (GSDLIP)



2026

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1. Purpose:

The purpose of this **Program Change Control Plan** is to establish a structured framework for identifying, evaluating, approving, and implementing changes within the **Ghazi School Digital Learning Improvement Program (GSDLIP)**. This plan defines the processes, procedures, and governance mechanisms required to manage program changes in a controlled and transparent manner throughout the program lifecycle.

Programs operate in dynamic environments where various internal and external factors may influence program execution. Changes may arise due to evolving stakeholder needs, technological advancements, resource constraints, regulatory requirements, or operational challenges encountered during program implementation. While such changes may be necessary to improve program outcomes or address emerging issues, they must be managed carefully to ensure that they do not negatively affect program performance or compromise the program's strategic objectives.

Without a structured change control process, programs may experience **scope creep, schedule disruptions, budget overruns, resource misallocation, or misalignment with strategic goals**. Uncontrolled changes can lead to confusion among program teams, reduce accountability, and create uncertainty regarding program priorities. Therefore, a formal change control framework is essential for maintaining program stability while allowing the program to adapt to changing circumstances.

The **Program Change Control Plan** provides a standardized method for submitting, reviewing, and approving program change requests. It ensures that all proposed changes are documented, analyzed, and evaluated based on their potential impact on key program elements, including scope, schedule, cost, resources, risks, and expected benefits. This structured evaluation process enables program governance bodies to make informed decisions regarding whether proposed changes should be approved, modified, or rejected.

In addition, this plan establishes clear roles and responsibilities for program leadership, governance authorities, and program teams involved in the change management process. By defining decision-making authority and review procedures, the plan ensures that changes are managed consistently and that all

program stakeholders maintain a shared understanding of program priorities and implementation strategies.

The Program Change Control Plan supports the following key objectives:

- **Maintain alignment between program activities and strategic program objectives.**

All changes are evaluated to ensure that they support the program's intended outcomes and contribute to the realization of expected benefits.

- **Ensure that program changes are evaluated systematically and transparently.**

A formal review and approval process ensures that decisions regarding program changes are based on documented analysis and governance oversight.

- **Prevent uncontrolled changes that may affect program performance.**

The change control process helps prevent unauthorized modifications that could negatively affect program scope, schedule, cost, or quality.

- **Maintain the integrity of the program scope, schedule, and benefits baseline.**

The plan ensures that any modifications to program baselines are implemented only after appropriate review and approval.

- **Support effective governance and informed decision-making.**

Program governance bodies are provided with structured information regarding the impact of proposed changes, enabling them to make well-informed decisions regarding program adjustments.

By implementing this structured change control process, the program management team will be able to manage program modifications efficiently while maintaining control over program execution. This disciplined approach allows the program to adapt to evolving conditions while preserving the stability, transparency, and accountability required for successful program implementation.

Ultimately, the **Program Change Control Plan** serves as an essential governance tool that supports the effective management of change within the **Ghazi School Digital Learning Improvement Program**, ensuring that all program modifications are aligned with the program's objectives and contribute to the successful delivery of its educational, technological, and institutional benefits.

2. Program Change Control Overview:

The **Program Change Control Process** establishes the formal mechanism used to manage proposed modifications within the **Ghazi School Digital Learning Improvement Program (GSDLIP)**. Because the program consists of multiple coordinated projects and initiatives—such as digital infrastructure deployment, learning system implementation, digital content development, teacher capacity building, and monitoring systems—it is essential to ensure that any modifications to program activities are evaluated and implemented in a structured and controlled manner.

The purpose of the change control process is to ensure that all proposed changes to the program are properly documented, assessed, and reviewed before implementation. This process helps maintain the integrity of the program’s scope, schedule, cost, and benefits baseline while allowing the program to adapt to evolving circumstances and operational needs.

The Program Change Control Process provides a structured framework through which program teams and stakeholders can submit change requests and have them evaluated through the appropriate governance channels. Through this process, the program ensures that decisions regarding program modifications are based on careful analysis and are aligned with the program’s strategic objectives.

Changes to the program may arise from a variety of internal and external factors. As the program progresses through its lifecycle, stakeholders may identify opportunities to improve program performance, address implementation challenges, or adapt to changes in the operating environment. These proposed modifications must be managed through the formal change control process to ensure that they are properly evaluated and approved before implementation. Changes may originate from several sources, including:

- **Program Stakeholders**

Stakeholders such as school administrators, teachers, technical staff, and program partners may identify changes that improve program outcomes or address operational challenges encountered during implementation.

- **Component Project Managers**

Project managers responsible for individual program components may

propose changes when adjustments are needed to improve project execution or address issues affecting project deliverables.

- **Program Governance Bodies**

Governance bodies such as the Program Sponsor or Program Steering Committee may initiate strategic changes to ensure alignment with organizational priorities or to address program-level performance issues.

- **Technical Teams or Subject Matter Experts**

Technical specialists or subject matter experts may recommend modifications related to system design, infrastructure configuration, or digital learning platform implementation.

- **External Environmental or Regulatory Factors**

External changes such as regulatory requirements, technological developments, or operational conditions may require adjustments to the program's implementation approach.

Regardless of the origin of the change request, all proposed changes must follow the **formal Program Change Control Process** before implementation. This ensures that changes are evaluated systematically and that program leadership has the necessary information to assess their potential impact.

The change control process includes the following key stages:

1. **Change Identification** – A change request is formally submitted and documented.
2. **Impact Assessment** – The program team evaluates the potential effects of the proposed change on program scope, schedule, cost, risks, and benefits.
3. **Governance Review** – Program leadership and governance bodies review the proposed change and its impact analysis.
4. **Decision-Making** – The appropriate authority approves, rejects, or requests modifications to the proposed change.
5. **Implementation** – Approved changes are incorporated into program plans and communicated to program teams and stakeholders.

To ensure transparency and traceability throughout the program lifecycle, the program management team will maintain a **Program Change Log**. This log serves as a centralized record of all submitted change requests and provides visibility into the status of each request.

The Program Change Log will include information such as:

- Change request identification number

- Description of the proposed change
- Requesting stakeholder
- Date of submission
- Impact analysis summary
- Approval decision
- Implementation status

Maintaining this change log ensures that program leadership can track the history of change requests and monitor the implementation of approved changes.

Through the implementation of this structured change control process, the **Ghazi School Digital Learning Improvement Program** will maintain strong governance over program modifications while ensuring that necessary changes can be implemented efficiently and transparently. This disciplined approach supports program stability, promotes accountability among program teams, and ensures that all program changes contribute positively to the achievement of the program’s educational and institutional objectives.

3. Types of Program Changes:

Program changes may affect different aspects of the **Ghazi School Digital Learning Improvement Program (GSDLIP)** and may vary in complexity, impact, and urgency. Because the program integrates multiple projects and initiatives—such as digital infrastructure deployment, learning system implementation, digital content development, teacher capacity building, and monitoring systems—changes may arise during the program lifecycle that require adjustments to program plans or implementation strategies.

Understanding the different types of program changes helps program leadership evaluate the potential impact of each proposed modification and determine the appropriate level of governance review required. Some changes may involve minor operational adjustments that can be handled by program management teams, while others may have broader strategic implications and require approval from program governance bodies.

Program changes generally fall into several categories based on the program element they affect. The following categories represent the most common types of changes that may occur during program implementation.

Scope Changes:

Scope changes involve modifications to the program’s deliverables, activities, or program components. These changes affect the work that the program is expected to perform or the outputs that the program is intended to produce.

Examples of scope changes may include:

- Adding new digital learning initiatives or program activities
- Modifying existing program deliverables or outputs
- Removing certain tasks or activities from the program scope
- Expanding or reducing the scope of a program component

Scope changes can have significant implications for program planning because they may affect the program schedule, resource requirements, or expected benefits. For this reason, scope changes typically require careful review and approval through the formal change control process.

Schedule Changes:

Schedule changes involve adjustments to program timelines, milestones, or activity sequencing. Because the program consists of multiple interdependent

activities, schedule changes may occur when implementation timelines need to be revised due to operational conditions or resource constraints.

Examples of schedule changes include:

- Adjusting the timeline for infrastructure deployment
- Revising milestones related to digital platform implementation
- Rescheduling teacher training sessions
- Changing the sequencing of program activities due to dependencies

Schedule changes must be carefully managed to ensure that delays in one program component do not negatively affect other program activities or the overall program timeline.

Cost Changes:

Cost changes involve adjustments to the program budget or funding allocations required to support program implementation. These changes may occur due to variations in technology costs, procurement adjustments, resource requirements, or operational expenses.

Examples of cost changes include:

- Adjustments to equipment procurement costs
- Additional funding requirements for digital learning platforms
- Budget reallocations between program components
- Changes in operational costs associated with program activities

Cost changes must be evaluated carefully to ensure that program funding remains sufficient to support the achievement of program objectives.

Resource Changes:

Resource changes involve modifications to the human, technical, or operational resources required to implement program activities. Resource changes may occur when additional expertise is needed, when staffing availability changes, or when equipment or technological resources must be adjusted.

Examples of resource changes include:

- Changes in staffing assignments or program team roles
- Allocation of additional technical specialists or trainers
- Adjustments to equipment availability or technological resources
- Reallocation of program resources between program components

Managing resource changes effectively helps ensure that program teams maintain the capacity needed to deliver program activities within the planned timeline.

Benefit Changes:

Benefit-related changes involve modifications to the expected outcomes or strategic benefits of the program. These changes may affect the program's benefits realization plan or the indicators used to measure program success.

Examples of benefit changes include:

- Adjustments to expected educational performance improvements
- Modifications to digital learning adoption targets
- Changes in performance measurement indicators
- Updates to benefits realization timelines

Benefit changes are particularly important because they may affect the overall value that the program is expected to deliver. As a result, these changes typically require careful evaluation and approval by program governance authorities.

Importance of Categorizing Program Changes

Categorizing program changes allows the program management team to assess their potential impact more effectively and determine the appropriate review and approval procedures. Different types of changes may require different levels of analysis, documentation, and governance oversight.

By clearly identifying the type of change being proposed, the program management team can ensure that the change control process is applied consistently and that program modifications are managed in a controlled and transparent manner.

Through this structured approach, the **Ghazi School Digital Learning Improvement Program** can respond to evolving conditions while maintaining alignment with its strategic objectives and ensuring the successful realization of its educational and institutional benefits.

4. Change Request Submission:

The **Change Request Submission** process establishes the formal procedure through which proposed modifications to the **Ghazi School Digital Learning Improvement Program (GSDLIP)** are initiated and documented. This process ensures that all proposed changes to the program are recorded systematically and evaluated through the established program governance framework before implementation.

Because the program involves multiple stakeholders and coordinated projects, changes may be identified by different individuals or teams during the course of program execution. Establishing a formal submission process ensures that all change requests are captured consistently and that program leadership has the necessary information to evaluate their potential impact.

Any stakeholder involved in the program may submit a **Program Change Request** when a modification to program activities, deliverables, timelines, resources, or expected benefits is required. Stakeholders who may initiate change requests include program team members, component project managers, school administrators, technical specialists, and program governance representatives. All change requests must be formally documented using the approved **Program Change Request Form**. This form serves as the standard template for submitting change proposals and ensures that all required information is provided in a consistent format. Proper documentation helps the program management team conduct a comprehensive analysis of the proposed change and determine its potential impact on program performance.

Each change request must include the following information:

- **Description of the Proposed Change**
A clear and detailed explanation of the proposed modification, including the specific program component, activity, or deliverable that will be affected.
- **Reason or Justification for the Change**
An explanation of why the change is necessary. This may include operational challenges, stakeholder requirements, technological improvements, or other factors that justify the proposed modification.
- **Program Components Affected by the Change**
Identification of the program components or projects that will be

impacted by the proposed change. This helps determine the scope of the change and the teams that may need to be involved in its implementation.

- **Impact on Scope, Schedule, and Cost**

An assessment of how the proposed change may affect program deliverables, implementation timelines, or financial resources.

- **Impact on Program Risks and Resources**

An evaluation of potential risks associated with the proposed change, as well as any resource adjustments that may be required to implement the change.

- **Impact on Expected Program Benefits**

An analysis of how the proposed modification may influence the realization of program benefits or the achievement of program objectives.

Providing this information ensures that the program management team and governance bodies have sufficient detail to evaluate the potential impact of the change.

Once the **Program Change Request Form** has been completed, the request will be submitted to the **Program Manager** for initial review. The Program Manager will verify that the request is properly documented and determine whether additional information or clarification is required before proceeding to the next stage of the change control process.

During this initial review, the Program Manager may also determine whether the proposed change is minor—requiring only operational adjustments—or whether it is a major change that requires formal analysis and governance review.

By establishing a structured change request submission process, the program ensures that all proposed modifications are documented, evaluated, and managed in a consistent and transparent manner. This approach supports effective governance, promotes accountability among program participants, and ensures that changes are aligned with the program’s strategic objectives and expected benefits.

5. Change Impact Analysis:

The **Change Impact Analysis** process is conducted to evaluate the potential consequences of a proposed modification to the **Ghazi School Digital Learning Improvement Program (GSDLIP)**. Once a change request has been formally submitted and reviewed for completeness, the program management team will perform a detailed analysis to determine how the proposed change may affect the overall program.

The purpose of the impact analysis is to ensure that all potential implications of the proposed change are clearly understood before any decision is made. Because program components are interrelated, a modification in one area may influence other aspects of the program, including timelines, resources, deliverables, or expected benefits. Conducting a thorough impact analysis allows program leadership to make informed decisions and ensures that changes are aligned with the program's strategic objectives.

The impact analysis will typically be conducted by the **Program Manager** in collaboration with the Program Management Office, component project managers, and relevant technical experts. These stakeholders will review the proposed change and assess how it may influence various aspects of program execution and performance.

The change impact analysis will assess how the proposed modification may affect the following key program elements:

Program Scope and Deliverables

The program team will evaluate whether the proposed change alters the scope of the program or modifies existing deliverables. This includes determining whether new activities must be added, existing tasks must be revised, or certain deliverables must be removed or expanded.

Changes to program scope may require updates to program documentation, including the **Program Scope Management Plan**, program component definitions, and other scope-related documents.

Program Schedule and Milestones

The impact analysis will also examine how the proposed change may affect the program schedule. This includes assessing whether the change will alter activity sequencing, delay key milestones, or require adjustments to the overall program timeline.

Because many program activities depend on the completion of other tasks, the analysis will evaluate whether schedule changes in one component may affect other program components or project activities.

Program Cost and Resource Requirements

The program team will evaluate whether the proposed change requires additional financial resources, adjustments to the program budget, or reallocation of program resources. Changes may influence procurement requirements, staffing levels, technical resources, or operational costs. Understanding the financial implications of the proposed change is essential for determining whether sufficient resources are available to support its implementation.

Program Risks and Operational Constraints

The impact analysis will assess whether the proposed change introduces new risks or affects existing program risks. For example, introducing new technology may increase implementation complexity, or adjusting timelines may create additional operational constraints.

The program team will identify any new risks associated with the change and evaluate whether mitigation strategies are required to manage these risks effectively.

Program Benefits and Expected Outcomes

Another important aspect of the impact analysis is evaluating how the proposed change may influence the **expected benefits of the program**. The program management team will determine whether the change supports or enhances the intended outcomes of the program or whether it may reduce the program's ability to achieve its benefits.

Changes that affect program benefits may require updates to the **Benefits Management Plan** or adjustments to performance measurement indicators used to track benefits realization.

Documentation and Submission for Governance Review

After the analysis has been completed, the findings will be documented in a **Change Impact Analysis Report**. This report will summarize the results of the evaluation, including the potential effects on scope, schedule, cost, resources, risks, and program benefits.

The completed impact analysis will then be submitted to the appropriate **program governance bodies**, such as the Program Sponsor or Program Steering

Committee, for review and decision-making. This ensures that governance authorities have the necessary information to evaluate the proposed change and determine whether it should be approved, modified, or rejected.

Through this structured impact analysis process, the **Ghazi School Digital Learning Improvement Program** ensures that all proposed changes are evaluated carefully and that decisions regarding program modifications are based on a comprehensive understanding of their potential implications.

6. Change Review and Approval:

Once the **Change Impact Analysis** has been completed, the proposed change will proceed to the **Change Review and Approval** stage. This stage ensures that the proposed modification is evaluated by the appropriate program authorities and that a formal decision is made regarding whether the change should be approved, rejected, or modified.

The purpose of the review and approval process is to ensure that all program changes are carefully assessed in relation to the program’s strategic objectives, governance framework, and expected benefits. Because changes to program components may influence other aspects of program execution—such as scope, schedule, cost, or benefits realization—it is important that decisions regarding program modifications are made through a structured governance process. During the review stage, the program authorities will examine the **Change Impact Analysis Report**, which provides a detailed assessment of how the proposed change may affect program activities, deliverables, timelines, resources, risks, and benefits. The governance authorities will evaluate whether the proposed change supports the program’s objectives and whether the benefits of implementing the change outweigh its potential risks or costs.

Depending on the significance and impact of the proposed modification, approval may be required from different levels of program authority. Minor operational changes may be approved at the program management level, while more significant changes that affect program strategy or performance may require higher-level governance approval.

The following authorities are responsible for reviewing and approving change requests:

Authority	Responsibility
Program Manager	The Program Manager reviews change requests that involve minor operational adjustments. These may include small scheduling adjustments, resource reallocations, or technical modifications that do not significantly affect program scope, schedule, or benefits. The Program Manager ensures that such changes remain consistent with the approved program plans.
Program Sponsor	The Program Sponsor reviews changes that have strategic implications for the program. These may include modifications that influence program objectives, stakeholder expectations, or resource

Authority	Responsibility
	allocation decisions. The sponsor ensures that the proposed changes remain aligned with organizational priorities and program goals.
Program Governance Board / Steering Committee	The Program Governance Board or Steering Committee is responsible for reviewing and approving major program changes that significantly affect program scope, schedule, cost, or expected benefits. These governance bodies ensure that the proposed modifications are consistent with the program’s strategic direction and that sufficient oversight is applied before implementation.

Changes that significantly affect the **program scope, schedule, financial resources, or benefits realization** must receive formal approval from the **Program Governance Board or Program Steering Committee** before they can be implemented. This ensures that major program decisions are made with appropriate governance oversight and that program leadership maintains accountability for strategic program adjustments.

During the approval process, governance authorities may take one of the following actions:

- **Approve the change** as proposed
- **Reject the change** if it does not support program objectives or introduces unacceptable risks
- **Request modifications** to the proposed change before granting approval
- **Defer the decision** pending additional analysis or information

Once a decision has been made, the outcome will be formally documented in the **Program Change Log**, and the requesting stakeholder will be notified of the decision.

Through this structured review and approval process, the **Ghazi School Digital Learning Improvement Program** ensures that all program changes are evaluated transparently and that governance bodies maintain effective oversight of program modifications. This process supports accountability, protects the integrity of the program baselines, and ensures that all approved changes contribute positively to the program’s strategic objectives and expected benefits.

7. Change Implementation:

Once a proposed change has been formally approved through the **Program Change Control Process**, the next step is the **Change Implementation** phase. During this phase, the program management team will ensure that the approved modification is incorporated into the program's plans, activities, and documentation in accordance with the decision made by the appropriate governance authority.

The purpose of the change implementation process is to ensure that approved changes are executed in a controlled and coordinated manner. Because program components are interconnected, the implementation of a change may affect multiple projects, resources, schedules, or deliverables. Therefore, careful coordination is required to ensure that all relevant program teams understand the change and incorporate it appropriately into their work plans.

The **Program Manager**, in collaboration with the Program Management Office and component project managers, will oversee the implementation of approved changes. This ensures that the modification is applied consistently across all affected program components and that the program continues to operate in alignment with the approved program governance framework.

Implementation activities may include the following actions:

Updating Program Documentation

Approved changes may require updates to various program management documents. These updates ensure that program teams operate based on the most current and approved information. Documents that may be updated include the **Program Management Plan**, scope documentation, program schedules, benefits management plans, risk registers, and other relevant program records.

Maintaining updated documentation ensures that program teams have clear guidance regarding the revised program requirements and implementation strategies.

Adjusting Program Schedules

If the approved change affects the program timeline, the **Program Master Schedule** and relevant component project schedules may need to be revised.

Adjustments may include changes to activity sequencing, milestone timelines, or the scheduling of training and system implementation activities.

Schedule updates must be coordinated carefully to ensure that dependencies between program components remain properly aligned.

Reallocating Resources

Certain changes may require adjustments to program resources, including staffing assignments, technical expertise, equipment allocation, or financial resources. The program management team will evaluate the resource implications of the approved change and ensure that the necessary resources are available to support implementation.

Resource adjustments will be coordinated with component project managers to minimize disruption to ongoing program activities.

Modifying Program Deliverables

In some cases, approved changes may require modifications to program deliverables or outputs. This may involve updating digital learning systems, adjusting training materials, modifying infrastructure configurations, or revising monitoring and evaluation mechanisms.

The program management team will ensure that deliverable modifications are implemented in accordance with the approved change request and that all affected teams are informed of the revised requirements.

Stakeholder Communication and Coordination

Effective communication is a critical aspect of change implementation. Once a change has been approved, the program team will ensure that **all relevant stakeholders are informed of the modification and its implications**. This may involve distributing updated documentation, conducting stakeholder briefings, or providing guidance to program teams responsible for implementing the change. Clear communication ensures that stakeholders understand the purpose of the change and can adjust their activities accordingly.

Integration into Program Plans

Finally, the program management team will ensure that approved changes are integrated into the program's overall implementation plans. This includes updating operational plans, coordinating implementation activities across program components, and monitoring the execution of the approved change.

8. Change Documentation:

Effective **change documentation** is essential for maintaining transparency, accountability, and traceability throughout the lifecycle of the **Ghazi School Digital Learning Improvement Program (GSDLIP)**. Proper documentation ensures that all approved changes are clearly recorded and communicated to program teams and stakeholders, enabling them to maintain an accurate understanding of the program's current configuration and implementation strategy.

Because program changes may influence multiple aspects of program execution—such as scope, schedule, resources, risks, and expected benefits—it is critical that these modifications are formally documented. Accurate documentation ensures that program teams operate based on the most current program plans and that governance bodies maintain visibility into the evolution of the program.

The change documentation process ensures that all approved changes are reflected in the relevant program management documents and that historical records of program modifications are preserved. This documentation also supports effective program monitoring and governance oversight by providing a clear record of the decisions that have shaped the program throughout its lifecycle.

All approved changes must therefore be formally documented as part of the program's change control process. The program management team, with support from the **Program Management Office (PMO)**, will ensure that program documentation is updated promptly following the approval of any change request.

Approved changes may affect several program management documents. To maintain consistency across program records, the following documents will be updated when relevant changes are approved:

- **Program Management Plan**

The Program Management Plan serves as the central document that integrates all program management processes. Approved changes that affect program execution strategies, governance structures, or operational procedures will be reflected in this document.

- **Program Scope Management Plan**

If the approved change modifies program deliverables, program

components, or scope boundaries, the Program Scope Management Plan will be updated to reflect the revised scope definition and scope management procedures.

- **Program Schedule Management Plan**

Changes that influence program timelines, activity sequencing, or milestone schedules will be incorporated into the Program Schedule Management Plan and the program’s master schedule documentation.

- **Program Benefits Management Plan**

If a change affects the expected outcomes, performance indicators, or benefits realization timelines, the Benefits Management Plan will be updated to ensure that the program continues to track benefits effectively.

- **Program Roadmap**

The Program Roadmap may also be revised if the approved change affects the sequencing of program phases, strategic milestones, or implementation timelines.

- **Program Risk Register**

If the approved change introduces new risks or modifies existing risk conditions, the Program Risk Register will be updated to ensure that risk mitigation strategies remain aligned with the updated program environment.

Updating these documents ensures that program teams have access to accurate and current program guidance and that all program activities remain aligned with approved program changes.

Program Change Log

In addition to updating program management documentation, the **Program Change Log** will be maintained as the official record of all change requests submitted during the program lifecycle. The change log provides a centralized tracking mechanism that records the status and history of each change request. The Program Change Log will typically include the following information:

- Change request identification number
- Description of the proposed change
- Requesting stakeholder or team
- Date of submission
- Summary of impact analysis findings

- Approval decision by governance authorities
- Implementation status

Maintaining this log ensures that the program management team and governance bodies can monitor the progress of change requests and review the historical record of program modifications.

Through structured documentation practices, the **Ghazi School Digital Learning Improvement Program** ensures that all program changes are recorded systematically, communicated effectively, and incorporated consistently into program management processes. This disciplined approach supports transparency, strengthens program governance, and ensures that program teams operate based on accurate and up-to-date program information.

9. Change Communication:

Effective **change communication** is a critical component of the Program Change Control Process for the **Ghazi School Digital Learning Improvement Program (GSDLIP)**. Clear and timely communication ensures that all program stakeholders are aware of approved changes, understand their implications, and adjust their activities accordingly.

Because the program involves multiple stakeholders—including program leadership, project teams, school administrators, teachers, and technical personnel—it is important that program changes are communicated in a consistent and transparent manner. Without proper communication, program teams may continue to operate according to outdated plans, which could lead to misalignment between program components and potentially affect the delivery of program outcomes.

The objective of the change communication process is to ensure that all stakeholders receive accurate information about approved changes and understand how these changes affect their roles, responsibilities, and program activities. Effective communication also supports transparency and promotes trust among program stakeholders by ensuring that decisions regarding program modifications are clearly explained and documented.

The **Program Manager**, with support from the **Program Management Office (PMO)**, will be responsible for ensuring that approved changes are communicated to all relevant stakeholders. Communication will occur through established program communication channels and will follow the guidelines defined in the **Program Stakeholder Engagement Plan** and **Program Communication Management Plan**.

Change communication activities may include the following mechanisms:

Program Status Reports

Approved changes will be documented and communicated through **program status reports**, which provide regular updates on program progress and implementation activities. These reports will include summaries of approved changes, their impact on program components, and any adjustments to program schedules, resources, or deliverables.

Program status reports provide stakeholders with a structured overview of program updates and ensure that program leadership maintains visibility into program developments.

Governance Review Meetings

Changes that affect program strategy, major deliverables, or governance decisions will be discussed during **program governance review meetings**. These meetings involve key decision-makers such as the Program Sponsor, Program Steering Committee, and other governance authorities.

During these sessions, program leadership may present approved changes, discuss their impact on program performance, and confirm the actions required to implement the changes successfully.

Stakeholder Briefings

For changes that significantly affect operational activities or stakeholder responsibilities, the program team may conduct **stakeholder briefings**. These briefings provide an opportunity to explain the rationale behind the approved change, discuss its expected impact, and address any questions or concerns raised by stakeholders.

Stakeholder briefings help ensure that those directly involved in program implementation understand the updated program direction and are prepared to incorporate the changes into their activities.

Updated Program Documentation

Another important communication mechanism involves distributing **updated program documentation** to program teams and stakeholders. When approved changes require modifications to program management plans, schedules, scope documentation, or other program records, updated versions of these documents will be shared with relevant stakeholders.

Providing updated documentation ensures that all program participants operate based on the most current and accurate program information.

Ensuring Stakeholder Alignment

Clear and effective communication ensures that program stakeholders remain aligned with the program's updated plans and implementation strategies. It also helps prevent misunderstandings, reduces operational disruptions, and supports coordinated execution across program components.

Through structured change communication practices, the **Ghazi School Digital Learning Improvement Program** ensures that approved changes are

communicated transparently and that all program participants are informed about the modifications affecting program implementation.

10. Change Monitoring:

Change monitoring is the process used to track and evaluate the implementation of approved changes within the **Ghazi School Digital Learning Improvement Program (GSDLIP)**. The purpose of change monitoring is to ensure that approved modifications are implemented correctly, that program documentation is updated appropriately, and that the intended outcomes of the change are achieved without negatively affecting program performance. Because program changes may influence multiple aspects of program execution—such as scope, schedule, resources, risks, and benefits—it is important that the program management team monitors the implementation of these changes carefully. Monitoring activities allow program leadership to verify that approved changes are integrated effectively into program operations and that any unintended consequences are identified and addressed promptly.

The **Program Manager**, supported by the **Program Management Office (PMO)** and component project managers, will be responsible for overseeing change monitoring activities. These activities will be integrated into the broader program governance and reporting processes to ensure that program leadership maintains visibility over the implementation of approved changes.

All approved changes will be monitored to ensure that they are implemented in accordance with the governance decision and that they contribute positively to the program’s objectives. Monitoring will also ensure that program teams incorporate approved changes into their operational plans and that program documentation reflects the updated program configuration.

The change monitoring process includes several key activities.

Verification of Implemented Changes

The program management team will verify that approved changes have been implemented correctly across all affected program components. This verification process confirms that the modifications have been incorporated into relevant activities, deliverables, and operational procedures.

Verification may involve reviewing updated program documentation, confirming modifications to schedules or deliverables, and validating that program teams have implemented the change as intended.

Monitoring Schedule or Cost Adjustments

If the approved change affects program timelines or financial resources, the program team will monitor any associated adjustments to ensure that they remain consistent with the approved change decision. This may involve reviewing updated schedules, tracking revised milestones, or monitoring budget allocations associated with the change.

Monitoring these adjustments helps ensure that the program remains aligned with its approved schedule and financial plans.

Evaluating Impact on Program Performance

The program management team will also evaluate whether the implemented change has produced the expected results. This evaluation may involve assessing improvements in program performance, reviewing operational outcomes, or analyzing performance indicators associated with the change. If the implemented modification does not produce the intended results, the program team may recommend additional corrective actions or further adjustments.

Reviewing Alignment with Program Objectives

Another important aspect of change monitoring is confirming that the implemented change remains aligned with the program's strategic objectives and expected benefits. The program team will review whether the change supports the overall goals of the program and contributes to the realization of the intended educational, technological, and institutional outcomes.

This review ensures that program changes strengthen program performance rather than introduce new challenges or misalignment with program priorities.

Continuous Improvement and Governance Oversight

Through continuous monitoring of approved changes, the program management team can ensure that the program continues to operate effectively after modifications are implemented. Monitoring also provides valuable insights that can support continuous improvement of program management processes.

Findings from change monitoring activities may be shared with **program governance bodies**, such as the Program Sponsor or Steering Committee, during governance review meetings or program status reports. This ensures that program leadership remains informed about the impact of implemented changes and can provide guidance if additional adjustments are required.

11. Roles and Responsibilities:

Effective implementation of the **Program Change Control Process** within the **Ghazi School Digital Learning Improvement Program (GSDLIP)** requires clearly defined roles and responsibilities. Assigning specific responsibilities to program leadership, governance bodies, and program teams ensures that change management activities are conducted in a structured, transparent, and accountable manner.

Because program changes may affect multiple aspects of program execution—such as scope, schedule, resources, and expected benefits—it is important that each participant in the change management process understands their responsibilities and decision-making authority. Clear governance structures help ensure that proposed changes are evaluated appropriately, that approvals are granted at the correct level of authority, and that approved changes are implemented effectively.

The following roles and responsibilities define how change control activities will be managed throughout the program lifecycle.

Role	Responsibilities
Program Sponsor	The Program Sponsor provides executive oversight and strategic direction for the program. The sponsor reviews and approves major strategic changes that may affect program objectives, resource allocations, or organizational priorities. The sponsor ensures that approved changes remain aligned with the program’s strategic goals and organizational mission.
Program Manager	The Program Manager is responsible for managing the overall change control process. This includes receiving and reviewing change requests, coordinating change impact analysis, facilitating governance review discussions, and ensuring that approved changes are implemented effectively. The program manager also ensures that change management activities are integrated with program planning, monitoring, and reporting processes.
Program Management Office (PMO)	The Program Management Office provides administrative and documentation support for the change control process. The PMO maintains the Program Change Log, ensures that change requests and impact analysis reports are properly documented, and supports communication and coordination between program teams and

Role	Responsibilities
	governance bodies. The PMO also helps maintain updated program management documentation following approved changes.
Component Project Managers	Component Project Managers are responsible for identifying and submitting change requests related to their respective program components. They provide relevant information for impact analysis and ensure that approved changes are incorporated into project implementation plans. Project managers also report progress on the implementation of approved changes within their component projects.
Program Governance Board / Steering Committee	The Program Governance Board or Steering Committee provides high-level oversight of the change control process. This body reviews and approves major program changes that significantly affect program scope, schedule, cost, or benefits realization. The governance board ensures that major program modifications are aligned with strategic objectives and that appropriate oversight is applied before implementation.

Coordination and Accountability

The coordination of these roles ensures that the program maintains a strong governance structure for managing changes. The **Program Manager** serves as the central coordinator of the change control process, while the **Program Sponsor and Governance Board** provide strategic oversight and approval for major changes. The **Program Management Office** ensures that documentation and communication processes are properly maintained, and **Component Project Managers** support the operational implementation of approved changes.

Supporting Effective Change Management

Clear assignment of responsibilities ensures that change management activities are conducted in a consistent and disciplined manner. This structure promotes accountability among program participants, improves communication between governance bodies and program teams, and helps ensure that all program changes are managed according to the approved procedures.

Through this structured governance framework, the **Ghazi School Digital Learning Improvement Program** can manage program modifications effectively while maintaining alignment with its strategic objectives and ensuring the successful delivery of its intended educational, technological, and institutional benefits.

12. Change Control Log:

The **Program Change Control Log** is the primary record used to track and manage all change requests throughout the lifecycle of the **Ghazi School Digital Learning Improvement Program (GSDLIP)**. The purpose of the change control log is to provide a centralized and transparent record of all proposed, approved, rejected, or implemented changes affecting the program.

Maintaining a structured change control log ensures that program leadership, governance bodies, and program teams have visibility into the status and history of program changes. This record supports accountability, improves decision-making, and helps ensure that program modifications are managed consistently according to the established change control procedures.

The **Program Management Office (PMO)**, under the direction of the **Program Manager**, will be responsible for maintaining and updating the change control log. Each submitted change request will be recorded in the log at the time of submission and will be updated as the request progresses through the various stages of the change control process, including impact analysis, governance review, approval decision, and implementation.

The change control log serves several important purposes within the program governance framework. It provides a clear historical record of program changes, enables program leadership to track the implementation status of approved changes, and supports monitoring of how changes influence program scope, schedule, cost, and benefits realization.

The **Program Change Control Log** will include the following key information for each change request:

- **Change Request Identification Number**

A unique identification number assigned to each change request to ensure that it can be tracked and referenced easily throughout the program lifecycle.

- **Description of Change**

A concise description of the proposed modification, including the specific program component, activity, or deliverable affected by the change.

- **Date of Submission**

The date on which the change request was formally submitted for review.

- **Requesting Stakeholder**

Identification of the individual or stakeholder group that submitted the change request.

- **Impact Analysis Summary**

A brief summary of the results of the change impact analysis, including the potential effects on program scope, schedule, cost, resources, risks, and expected benefits.

- **Approval Decision**

Documentation of the governance decision regarding the change request. This may indicate whether the request was approved, rejected, modified, or deferred.

- **Implementation Status**

The current status of the approved change, including whether implementation has begun, is in progress, or has been completed.

The Program Change Control Log will be reviewed regularly by the program management team and may also be presented during **program governance review meetings** to provide program leadership with an overview of pending and implemented changes.

Maintaining a comprehensive and up-to-date change control log ensures transparency in the change management process and enables program leadership to monitor how program modifications evolve over time. It also helps ensure that program teams remain aligned with approved program decisions and that all program changes are properly documented and traceable.

Through the use of this structured tracking mechanism, the **Ghazi School Digital Learning Improvement Program** can manage program changes effectively while maintaining strong governance oversight and ensuring that all modifications support the successful delivery of the program's intended educational and institutional benefits.