

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

Development of a Project Management Office  
for the Antigua and Barbuda Red Cross

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## DEDICATION

I dedicate this to my son Elias and my family, who have been a continuous support system, my source of wisdom, encouragement, food providers and source of laughter. Thank you for all your prayers, love, patience and support

I thank God for being my source of strength throughout this programme.

To my *behind the screens supporters* thank you for your encouragement and the patience you exhibited when my frustration ran high. Thank you for holding my hand when I felt like giving up. Thank you for your words of support and making sure that I gave it my all, to finish that which I have started.

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I would not have been able to complete this programme, without the continuous encouragement of my pillars. Your encouragement and unwavering support propelled me to the end of the race.

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## **ABBREVIATIONS AND ACRONYMS**

ABRC - Antigua and Barbuda Red Cross

CAP. - Chapter

C/R - Cannot Respond

CMM - Capability Maturity Model

CMMI - Capability Maturity Model Integration

FGP - Final Graduation Project

IFRC - International Federation of Red Cross and Red Crescent

NS - National Society

N/R - No Response

OCG - Office of Government Commerce (UK Government)

OPM - Organizational Project Management

OPM3 - Organizational Project Management Maturity Model

PMO - Project Management Office

PM - Project Management

P3M3 - Portfolio, Programme and Project Management Maturity Model

PfM3 - Portfolio Management

PgM3 - Programme Management

PMI - Project Management Institute

PjM3 - Project Management

PMBOK - Project Management Book of Knowledge

PPMM - Project Management Maturity Model

RBM - Results Based Management

S.M.A.R.T- S-Specific, M-Measured, A-Attainable, R- Realistic ,T-Timely

## **EXECUTIVE SUMMARY (ABSTRACT)**

The Antigua and Barbuda Red Cross (ABRC) is a humanitarian organisation, with approximately 350 volunteers/members and eight staff. An act in Parliament, in 1983, established the ABRC to promote humanitarian principles and values, especially among children and youth. The ABRC organises the provision of emergency relief assistance for victims of disasterous situations, support local health care projects /services in communities in the twin-island state of Antigua and Barbuda. Over the years, the Red Cross has had to adapt to the changing environments (economically and socially) expanding their services to new areas with a limited budget. The lack of a steady donor stream and having a standardised procedure, has limited the ability of the National Society (NS) to meet its mandates. As a result of these constraints, the ABRC saw the need and the opportunity to revamp and realign its operations to meet the increase in demand for the services provided; with these prompting and positive actions public confidence will be regained, newer avenues sought and the re-establish of old funding avenues.

The general objective of this FGP is to develop a proposal for the establishment of a Project Management Office in the Antigua and Barbuda Red Cross, and to standardise the Project Management processes, knowledge and best practices.

The Specific Objectives were to appraise the current framework utilised to execute projects within the Antigua and Barbuda Red Cross, data collected and reviewed were used to establish a baseline, to determine the maturity of the current system, analyse baseline data against the various characteristics of a typical PMO to ascertain the most suitable Project Management Office framework to be implemented at the Antigua and Barbuda Red Cross; to create a roadmap for the implementation of a suitable PMO structure at the Antigua and Barbuda in 2018 and recommend the development of a data management system to store information pertaining to projects executed within the last three years.

The methodologies employed in this research were analytical, deductive and descriptive methods. The analytical and deductive methods allowed for an in-depth analysis of the company's maturity, while the descriptive method was used to describe the company's current structure and provide a comprehensive explanation of the plans for the NS. The tools used in this research were developed by the author, aimed at gaining insight from others on current project environment, the degree of PM capacities, and the PM maturity based on international standards. The results of the analytical method propelled the analysis of the different types of PMO's in order to determine the best suited for ABRC development.

The maturity assessment results concluded that the ABRC has both strengths and weaknesses in certain project management areas. Two notable areas of strength, were in Financial Management and Organisational Governance. Although we may not have many funding sources, the organisation has a strict financial policy that the office enforces.

Upon the analysis of the three basic types of PMOs, it was concluded that a controlled PMO was most suitable at this time. The assessment highlighted that the organisation does have standards and processes. However, there are inconsistencies when it comes to its implementation. The controlled PMO fills that gap as it offers a moderate degree of control in projects, and ensures that the appropriate project management standards are adhered to.

It was further concluded that providing a centralised management structure for all project management functions, stipulating corrective action to create ongoing improvement in project management and continuous capacity building constitute the primary roles and responsibilities identified for the proposed PMO for ABRC.

The conclusion to the primary objective of this research was that a PMO was necessary and indeed should be developed to ensure that a level of consistency is maintained and that project management standards are followed.

The results of this research recommended that:

ABRC re-evaluates its current framework and moves to standardise and customise the processes and procedures in the organisation in keeping with global standards. In addition to standardising its processes and procedures, the NS recommends to conduct a project management maturity assessment at least every two (2) years to update the status of NS and to continue evaluating the project management strengths and needs.

Moreover, with the re-evaluation of the current framework, it was highly recommended that the ABRC invest in the development and maintenance of an online data management system; this will be used to store all pertinent information about the PMO. This should be carried out by the Project Manager and the Management.

It was also recommended that stakeholder consultations be held to provide input to introduce the potential implementation plan of the PMO. This activity should be introduced with sufficient time to all stakeholders by the project manager through various consultations, and group meetings. This would facilitate the smooth transition to the successful implementation of the PMO. The process should be carried out by the Project Manager and Management.

## 1. INTRODUCTION

### Background

The Antigua and Barbuda Red Cross (ABRC) is a humanitarian organisation that was established by an Act of Parliament in 1983, in the twin-island state of Antigua and Barbuda to:

- Promote humanitarian principles and values especially among children and youth in the country.
- Organise, within the scope of the National plan, the provision of emergency relief assistance for victims of disastrous situations.
- Support local health care projects by offering training, programmes and services in communities; in keeping with the national and local needs and circumstances (Laws of Antigua and Barbuda, Antigua and Barbuda Red Cross Society).

The President of the ABRC explained that organisation's main operating centre /headquarters is located in the capital city of St. John and has a branch on the sister island of Barbuda. It is overseen by a six-member Governing Board and has a small managerial staff, complement of 12 persons working in areas such as Administration, Finance, Resource Mobilisation and Procurement, Disaster Management, First Aid, Health and Wellness, Youth and Volunteer Services and Fleet Management. He indicated that to date, the Antigua and Barbuda Red Cross Society have approximately 282 active volunteers and members, which span across the twin-island state. (M.Joseph,personal communication, September 4,2018)

Since the establishment of the ABRC, the organisation has been providing the people of Antigua and Barbuda with the following services in keeping with its objectives:

- Tracing/Uniting families

- HIV/AIDS education
- First Aid Training and First Aid services
- Swimming/Water safety
- Lifeguard training
- Medical equipment loan
- Youth, volunteer and welfare services
- Blood donation services
- Disaster preparedness, mitigation and response
- Operating a thrift shop

The offering of these services and programmes in the early stages cemented the ABRC as the “go-to organisation for help”. The reputation about the quality of the services offered by the ABRC, escalated to point where the services were being requested both locally and internationally. These presented newer opportunities for the national society during a period where not many charitable organisations operated in the country.

In 2015 with the commissioning of the new governing board, a comprehensive performance review of the national society was conducted by Mr. Jean-Marc Le Coq, the National Society Development Coordinator for IFRC. The review looked at areas such as:

- Fundraising efficiency
- Financial transparency
- Programmes/Projects financial efficiency
- Programmes/Projects non-financial efficiency
- Outcomes performance (effectiveness)
- Impact performance
- Partnership
- Quality

The analysis of the performance review showed that the NS was not functioning as efficiently as it should and it was not meeting its mandates as set out by law. It also showed that the national society showed limitations in many areas. The sections where it was noted that there was expertise available amongst its members, the analysis highlighted that it was not being appropriately managed and the decrease in revenue further compounded the problems. ( J.Le Coq, personal communication, November 7, 2015

It was at this point that the ABRC saw the need and the opportunity to revamp and realign its operations to improve the quality of services and meet the increase in demand for the services provided, in addition, to seek newer and re-establish older funding avenues.

In addition to the task of ensuring that standards fell in line with the IFRC global advice of guaranteeing strong national societies through strong volunteers, the ABRC embarked upon an ambitious plan to pull its NS back to where it belonged in both National and International circles. The mission at hand was to correct the past mistakes and build on the accomplishments to ensure the survival of the national society in today's society.

When looking at the some of the limitations that hindered the advancement of the NS, it was noted that the small staff complement was not beneficial to the development of the NS, as the individuals who worked there had skillsets specific to certain areas. This was seen primarily in the area project and programme development, as many times proposals were constructed and executed based on the knowledge and the interpretation of the writer. While the NS attempted to live up to their constitutional mandate, most times the projects and programmes were being planned, written and implemented by the same persons. Not only did it lead to burn out of staff, but also at times underdeveloped proposals, with unrealistic timelines and limited quantifiable data. As a result of this, projects often had to undergo changes in the scope, timeline restructuring and cost adjusting of activities to meet donor-funding deadlines.

To ensure that projects were completed and funding not withdrawn due to any usage, these same individuals would have to work overtime and in the extreme cases also request extensions from donors in order to ensure that activities and funds were completed and used accordingly.

Despite the noted deficiencies, the ABRC has been fortunate that many of the proposals submitted to collaborating national societies for consideration for funding have been successful. In 2016, the ABRC received over an estimated amount of USD 100,000 to execute several proposals in looking at different themes ranging from health, organisational development, and disaster to name a few. However, not having a cadre of personnel in a centralised place to assist with the development, implementation and monitoring and evaluation of the progress of the NS's development placed a constraint on the overall image of the Red Cross. The lack of a strategic guide for the national society, the selection and development of projects were and are done in an ad hoc manner.

As the donor's requirements have become more stringent, small societies such as ABRC are forced to compete against larger societies with higher capacities to qualify for funding. Donors are insisting that potential recipients of funds provide proof that they attain the capacity to deliver on the activities in the specified timeframe, managing funds in a transparent and accountable manner and provide timely reports on the progress of the project. Societies with limited resources and capacities are put at a disadvantage and are inevitably forced to look outside the box, examining the manner in which projects are developed and implemented.

In order for the ABRC to move forward and not only meet donor requirements but fulfil its mandate to the country, the society must revamp its structure by reviewing its ways of conducting business, and expanding and rebuilding on the areas that need rectifying. In 2017, Antigua and Barbuda was hit by a Category 5 +++ hurricane which either destroyed or severely damaged 90 percent of all buildings



and the telecommunication systems in the island of Barbuda. This unfortunate turn in events put the ABRC in a very peculiar situation which forced them to accelerate its restructuring venture to aid Barbudans with their response to the national disaster. It was during this period that the ABRC saw the extent of its limitations as persons with critical skillsets had to be flown in, hired, and some trained in much-needed areas to assist with the response programmes and their associated projects.

The issue of not having an updated strategic plan and a standardised project management structure to guide the national society and the development of projects has put an immense amount of pressure on the society to work harder to attract and secure steady funding sources in extremely competitive funding pool. (T.John, personal communication, September 4, 2018)

To improve the current situation and put things in place for continued growth and development, I am proposing that the Red Cross add a project management office to their current structure. This will take some of the strain off of the current “proposal writers”, inclusive of allowing persons to expand on their expertise as they will be now be able to focus on areas that are in need of improvement.

### **Statement of the Problem**

The Antigua and Barbuda Red Cross, from since its inception in 1941, has been seen as one of the most proactive and favoured humanitarian organisations within the country. Because of this, the people of Antigua and Barbuda benefitted from many of the programmes and projects implemented during this time such as welfare, services for the hearing impaired, disaster relief and first aid services. However, as times progressed, the monopoly that the organisation once enjoyed diminished, becoming more proliferated and competitive, encouraging the ABRC to look for ways to retain the old donors, not to mention attracting new donors.

Not having a steady financial stream and a clear and concise strategic plan, which would guide the development of the national society, has limited the expansion of the operations in a structured manner. Although some development took place, it was done in an ad hoc manner, almost one of survival mode, as such projects and programmes were developed in the same manner.

Even though these projects were executed, donors would still question if the ABRC had the capacity to execute projects of certain magnitudes. A question which could have been avoided, if resources were injected into developing a central area for all project management related items. This central place would have functioned as a repository where one could extract data on the successes of project delivery, the areas of weakness, the level of development/ advancement as it relates to project management skills and capabilities.

This FGP will examine the results of the absence of a strategic plan, key resources (both financial and human) in place, standard project management guidelines or procedures, the developmental and growth of ABRC. Furthermore, it will be investigating and the external negative views of the overall Red Cross Movement and highlight the unwillingness of donors to contribute to the society.

Many national societies that fall under the International Federation of Red Cross and Red Crescent umbrella have come under fire for mismanagement of projects and their associated funds. As a result, many donors are reluctant to invest.

The criteria for funding have become stringent, demanding better transparency and accountability. If the ABRC intends to survive and be a contender in the donor fund pool, change is necessary. There must be a change in the culture and the manner in which business is done, thus propelling them to the next level so that the projects and programs can reach a wider percentage of the populace in Antigua and Barbuda.

The development and implementation of a suitable PMO are vital to the continued advancement of the ABRC. Having standardised processes and procedures will

streamline the operations about PM opening new avenues for the organisation.(T.John,personal communication,August 26,2017)

## **Purpose**

The purpose of this research is to analyse the current organisational structure and project management maturity of the Antigua and Barbuda Red Cross, in hopes of standardising processes used to manage projects.

The main focus is to examine what currently exist and from the ground up develop a suitable PMO framework to be implemented at the ABRC, that would progressively transition the NS project management from an ad hoc structure to a S.M.A.R.T plan.

The overarching benefits of this process are; to firstly create a sustainable structure that will build capacity within the organisation, then maximise the revenue earning capabilities of Antigua and Barbuda Red Cross and after build a repository of project management best and worst practices that can then be shared with others of similar size and structure as ABRC.

## **General Objective**

To develop a suitable Project Management Office framework to be implemented at the Antigua and Barbuda Red Cross; that will aid in standardising policies and procedures, provide better project coordination and impart best practices to maximize project successes.

## **Specific Objectives**

- To review and specify the strength and weakness of the current framework utilised to execute projects within the Antigua and Barbuda Red Cross;

- To review collected data to establish a baseline to be used to determine the maturity of the current system;
- To analyse baseline data against the various characteristics of a typical PMO and recommend the most suitable Project Management Office framework to be implemented at the Antigua and Barbuda Red Cross;
- To create a roadmap for the implementation of a suitable PMO structure at the Antigua and Barbuda in 2018; and
- To recommend the development of a data management system to be used to store information pertaining to projects executed within the last three years and a new one to be implemented at/by the Antigua and Barbuda Red Cross.

## **2. THEORETICAL FRAMEWORK**

### **2.1 Company/Enterprise Framework**

This investigation will be conducted at the Antigua and Barbuda Red Cross located in St. John's, Antigua from the August 14<sup>th</sup> -15<sup>th</sup> September 2017. The Antigua and Barbuda Red Cross is a unique non-profit, humanitarian entity, auxiliary to the government.

The organisation receives a subvention from the government that is used to fund some of the programmes and a small fraction of the daily operations. The majority of programmes/projects/activities are implemented with grants or donations from donors. To ensure that they meet their mandate, increase their visibility and extend the services provided, the organisation approach other more prominent partnered national societies for assistance, to be able to execute projects. This study will be the first of its kind to be conducted at the Antigua and Barbuda Red Cross. (T.John,personal communication,August 26,2017)

#### **2.1.1 Company/Enterprise Background**

The Antigua and Barbuda Red Cross have been in operation for over seventy-five (75) years. However, the manner in which operations have been executed has varied significantly over the last few years. The Antigua and Barbuda Red Cross has realised the need to realign its mode of operation to meet the increase in demand as it relates to the services provided to the general public, in addition to the organisation's success in securing funding for several major projects and programmes over the last few years. (M.Joseph, personal communication, September 4,2018)

## **2.1.2 Mission and Vision Statements**

### **Mission Statement**

To address the needs of the most vulnerable, preserve lives and change minds through effective project development and execution.

### **Vision Statement**

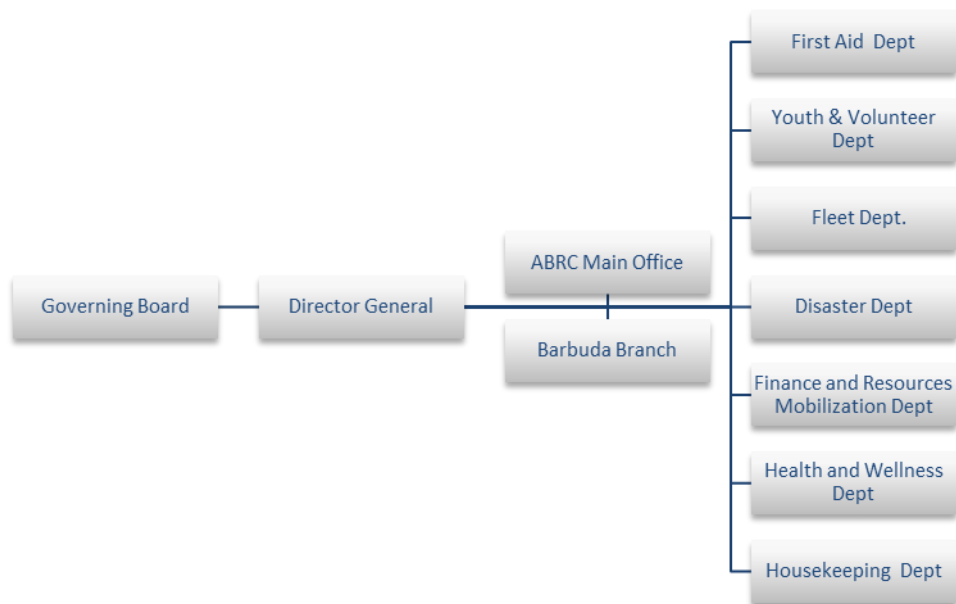
To alleviate human suffering by using innovative methods to address humanitarian challenges, we will:

- Effectively respond to health and disaster needs
- Be seen as an authority in the fields we operate
- Develop our staff and volunteers
- Integrate young people into all areas of operation. (Antigua and Barbuda Red Cross Draft Strategic Plan, 2015)

## **2.1.3 Organisational Structure**

The organisation has a leadership structure comprised of a Governance Board (volunteers/members) and a management structure, which has both volunteer and paid staff to coordinate and support the work of the organisation and the volunteers.

The Branch situated in the sister island of Barbuda comprises of an Executive Body comprising of Branch Director, a Deputy Director, Treasurer and a Secretary. The Barbuda Branch, however, is not fully functional, but activities on a small scale are sometimes coordinated; all major activities are coordinated at the Antigua Office. The development of a PMO will assist with streamlining of processes as it relates to the implementation of projects in its entirety. Having all teams working effectively together, to achieve the strategic goals will contribute to making sure that the whole organization is working together in the best way possible. (M.Joseph & T.John, personal communication, September 4, 2018)



**Figure 1. Organisational Structure of ABRC (Antigua and Barbuda Red Cross Draft Strategic Plan, 2015)**

#### **2.1.4 Products Offered**

The Antigua and Barbuda Red Cross is a service-oriented organisation that offers an array of services and programmes to the population. The main areas that the NS offers services in are:

- Health
  - Psychosocial support
  - Child safety programmes
  - Vector mitigation and control

- Healthy lifestyle programmes (Non-communicable diseases, HIV)
- Disaster Preparedness, Response and Recovery
  - Climate change
  - Community disaster preparedness response and recovery training
  - Shelter management training
- Youth Services

The items highlighted above are main areas that the ABRC offers services. These areas are cross-cutting and with the implementation of the PMO framework, the projects implemented will be better coordinated eliminating duplication of efforts and miscommunications between departments. (M.Joseph & T.John, personal communication, September 4-10, 2018)



## **2.2 Project Management Concepts**

### **2.2.1 Project**

The concept of what is a project is sometimes confused with the concept of what a programme is, in doing this research, many definitions of what a project is were encountered. The most important definition comes from the Project Management Book of Knowledge and this definition was used during the development of the PMO at the Antigua and Barbuda Red Cross.

It is imperative for all parties to be in the same place when it comes to terminology. In order for others to have a clearer understanding of what a project is, several definitions were included for their perusal.

A project is a temporary endeavour undertaking to create a final product, service or result. It must have a start and end date PMI (2013).

The association for project management (APM) defines a project as “a unique, transient endeavour, undertaken to achieve planned objectives”, which could be defined in terms of outputs, outcomes or benefits.

### **2.2.2 Project Management**

The Project Management Book of Knowledge defines project management as the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMBOK, fifth Edition, p.5). It is aimed at producing a final product that will affect some change for the benefit of the organisation.

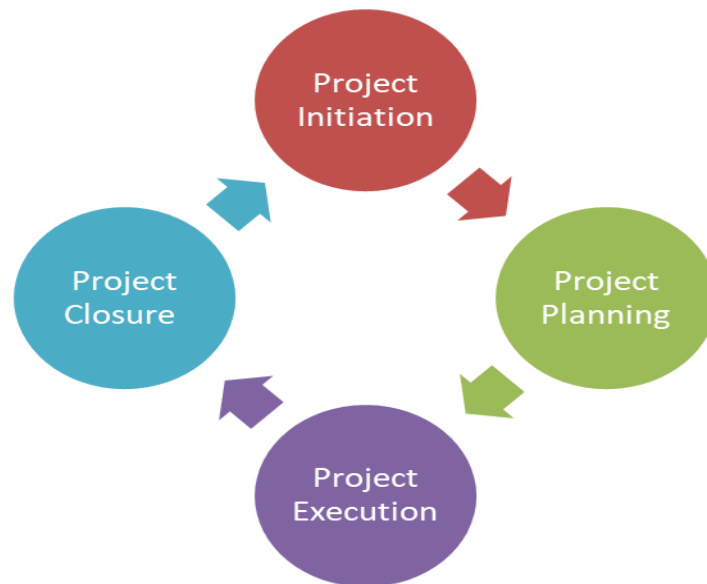
### **2.2.3 Project Life Cycle**

The project life cycle refers to the four-step developmental process that projects must go through during the stages of project completion. The life cycle demonstrates how the project moves from start to finish in different phases. These phases help define and think through the design and management of a project.

They are broadly progressive, interrelated, with each one leading into the next occasionally overlapping. The phases are as follows:

- **Project Initiation** - this is the starting phase of the project management cycle. It is during this phase that the problem statement is identified, the project scope is defined, and a project team is appointed to work on providing a solution.
- **Project Planning** - this is the phase where project plans are expounded upon. The project team is given a roadmap, which will help guide them through the implementation and closing phase of the project.
- **Project Execution** - this phase is where the activities defined in the planning phases are carried out. This phase that the PM must ensure that activities are progressing in a coordinated manner and with the approval of the customer.
- **Project Closure** - this phase is the “wrap up” phase, it is during this phase that PM delivers a project closure report to the customer and also performs a project post-mortem of the project with the project team.

Currently, the Antigua and Barbuda Red Cross performs without a defined structure. It has been seen that as the project's complexity varied, the importance of structure and having well thought out projects throughout the entire life cycle were noted.



**Figure 2. Project Life Cycle (Source: PMI, 2013)**

#### **2.2.4 Project Management Processes**

The PMBOK guide Fifth Edition (2013) refers to a process as “a set of interrelated actions and activities performed to create a pre-specified product, service or result”. Project management has 47 processes that are divided into ten (10) knowledge areas that interact with the five (5) main project management process groups. Process groups help to apply the knowledge acquired about the different professional areas of project management. These process groups are designed to be repeated in every phase of the project life cycle. This better guides the project management team as they undertake each task. These process groups are:

**Initiation** - This process group involves the establishment of the processes, activities, and skills required to define the beginning of a project effectively.

**Planning** - This process group sets forth the processes needed to define the scope of the project, set strategic plans in place to maximize workflow and begin to assemble priority lists and plan team needs.

**Execution** - This process group involves the effective management of the project teams while organizing timeline expectations and reaching benchmark goals.

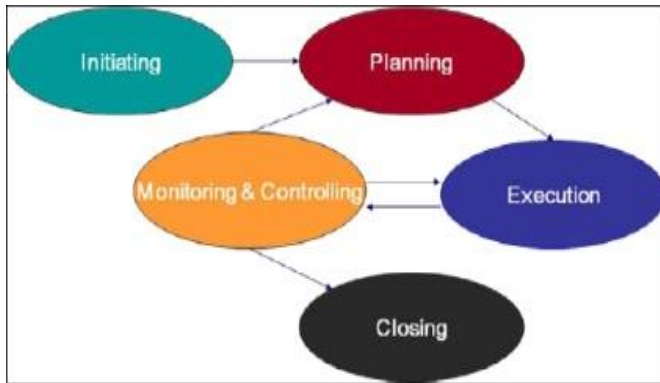
**Monitoring & Control** - This process group monitors and manages the processing of change orders, addresses the on-going budget concerns, and mitigates the unexpected situations that may affect a team's ability to meet initial project expectations.

**Closing** - the process group deals with closing off of the project. It addresses the conclusion of strong project management skills demonstrated throughout the other interrelated processes that guided the project.

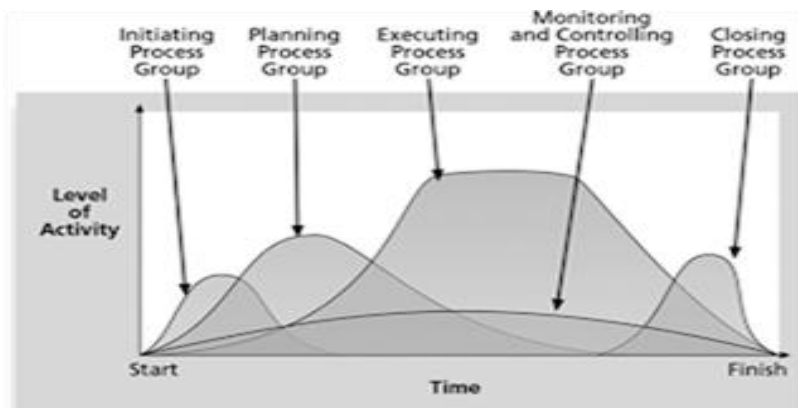
Every project must go through different stages of these process groups. These processes are applicable to all projects and are highly interactive; they show the steps that should be followed when a project is being implemented.

Figure 3 and 4 below shows how each process group overlaps and interacts with each other throughout the project. When developing a project, there are checkpoints that must be covered before proceeding to another process. If not done, one runs the risk of not successfully executing the project.

It is crucial that the project management team has a detailed understanding of all the project management processes and the tools because this would assist in making the work of the PMO somewhat easier and more streamlined.



**Figure 3. Project Management Processes (Source: PMI Patrese, M. &Granchi, G. 2010)**



**Figure 4. Project Management Process group interactions (Source: PMBOK Guide Fifth Edition, 2013)**

### 2.2.5 Project Management Knowledge Areas

The PMBOK guide Fifth Edition highlights 10 knowledge areas used on projects. The guide asserts that each knowledge area represents a complete set of concepts, terms and activities that make up a professional field, project management field or area of specialization (PMBOK Guide Fifth Edition, 2013). They are an excellent way to group together theory and practical techniques that a project manager must use in order to get a project done.

The proposal to implement a PMO will require the application of some of the project management knowledge areas, to assist in the progress of the development and implementation plan for the PMO for the ABRC.

The knowledge areas as established in PMBOK guide, fifth edition, and application to the progression of this research are:

**Project Integration Management:** This knowledge area focuses on the skills, processes, and activities needed to coordinate all the elements of a project. It ensures that when the processes interact, the results can be anticipated and controlled. It allows for the development of the project charter, project management plan, project work development, and project monitoring and control plan, which manages how to perform change control and close the project. The end results of this knowledge area range from project plan updates, corrective actions for activities that may change and development of a knowledge database that will store information about lessons learnt.

**Project Scope Management:** This is the knowledge area responsible for ensuring that all the essential activities are included in the project and all random ones are excluded from the project. The scope must include all work necessary to make the project successful, in addition to limiting the 'extras' that are not required to meet the project's objectives. This knowledge area is pertinent to the development of the FGP, as it will provide guidance and direction on how the scope of work will be managed throughout this entire process group.

**Project Time Management:** This knowledge area ensures that the relevant processes are put in order so that activities are completed in a timely manner. It ensures that tasks are defined, time estimates are completed, and a schedule is created. The main output of this knowledge area is the schedule management plan.

**Project Cost Management:** This knowledge area ensures that the project is completed within the approved budget. It encompasses costs related to human resources, materials, equipment, facilities, and project related services both internally and externally. The main output of this knowledge area is the creation of a cost management plan, that details the steps to be undertaken to manage the expenditure of the project.

**Project Quality Management:** This knowledge area ensures that the project produces products are of acceptable quality. The main output of this knowledge area is Quality management plan, which will be used to describe how the PM plans to implement the quality strategies developed for this project.

**Project Human Resource Management:** This knowledge area defines the vital processes necessary to make the most effective use of persons involved in the project. It makes allowances for the development of a Staff Management plan for the project that will provide in-depth details regarding organisational planning, team development, and staff acquisition.

**Project Communication Management:** The process ensures the timely collection, control, planning, retrieval, distribution, storage and management of all incoming and outgoing communications. The processes used in this knowledge area, set out to bridge the communication gaps between various sections of the project. The main output of this knowledge area is the communications plan. This plan provides the PM team with a roadmap on how to implement and monitor the activities related to the plan.

**Project Risk Management:** This knowledge area assesses all the potential risks and the impact it could have on the objective of the project whether it be positive or negative and puts the necessary measures in place to address those potential risks.

It also allows for the development and implementation of a Risk Management Plan, which describes the Risk management activities of the project and approaches to be undertaken.

**Project Procurement Management:** This knowledge area describes how all the aspects of procurement will be conducted during the project. It provides details on how goods and services from outside the organization will be acquired.

**Project Stakeholder Management.** This includes the processes necessary to identify the person or persons, groups, and organizations that may impact or may be impacted by the outcome of a project. The process ensures that necessary plans such as Stakeholder identification, plan stakeholder management and control stakeholder management are in place.



## 2.3 Other Applicable Theory/Concepts Related to the Project Topic and Context

- Include all definitions and theory related to the project topic on this section.
- Include applicable subtitles as needed.



Figure 5 PMBOK Knowledge Areas (Source: Alpesh Solanki, 2014)

### 2.3.1 Project Management Office (PMO)

*A Guide to the Project Management Body of Knowledge (PMBOK® Guide) PMI (2013)* defines the PMO concept as “an organisational unit to centralize and coordinate the management of projects under its domain”. It permits both interpretations and even suggests other equivalent terms, structures and levels of authority: “A PMO oversees the management of projects, programs or a combination of both” (Baker, B.,2007).

### **2.3.2 Types of Project Management Office (PMO)**

There are three basic types of Project Management Office (PMO) organisations, varying in the degree of control and influence they have on projects within the organisation. This research will review the various types of PMO so that a suitable type can be implemented in the ABRC.

The three types of PMOs include:

#### **Supportive PMO**

A supportive PMO structure performs a consultative role primarily to projects by supplying templates, best practices, training and serves as a repository of information from lessons learnt from previous projects. This type of PMO is suited for an organisation where projects are done successfully in a loosely controlled manner and where additional control is deemed unnecessary. In addition, if the objective is to have a sort of "clearing-house" of project management information across the enterprise to be used freely by project managers, then the Supportive PMO is the right type.

#### **Controlling PMO**

This type of PMO structure acts as a reformative mechanism. It is used in organisations who want to realign the activities, processes, procedures and documentation. It provides support to projects by requiring compliance through project management framework or methodologies and using specific templates, tools and forms or conformance to governance to achieve its mandate.

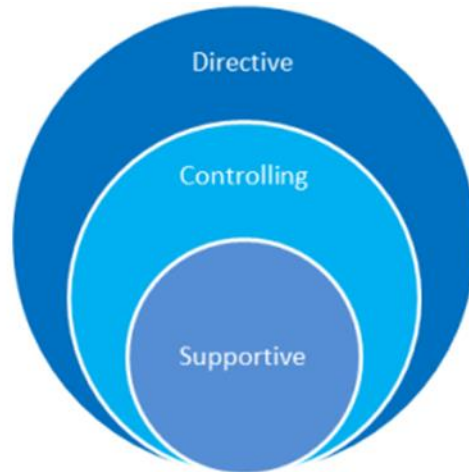
#### **Directive PMO**

This type of PMO Structure encompasses everything; it goes beyond control and actually assumes command of the projects by providing the project management experience and resources to manage the project. Whereas before it was merely just oversight, this structure acts as the sole implementation agency. The persons who work within the office are the ones who would directly manage the project.

This guarantees that all processes are standardised. This structure has the most control out of the three PMOs.( Reiling. J,2014, July 5).

**Chart 1. PMO Level of Control (Source: PMI, 2013)**

PMO TYPE	LEVEL OF CONTROL	EXPLANATION
Supporting	Low	It functions as a consultative role for projects. It supplies templates, examples of best practices, ensures training, access to lessons learned on previous projects (in the case of the Red Cross lessons learnt both locally and regionally etc.) Reiling, J. (2014, July 5).
Controlling Moderate	Medium	Act as a supportive and compliance role for projects. Supplies templates, best practices, etc. and assures compliance through audits.
Directive	High	Managing role to projects. Supplies templates, best practices, assure compliance through audits and directs completion of projects.



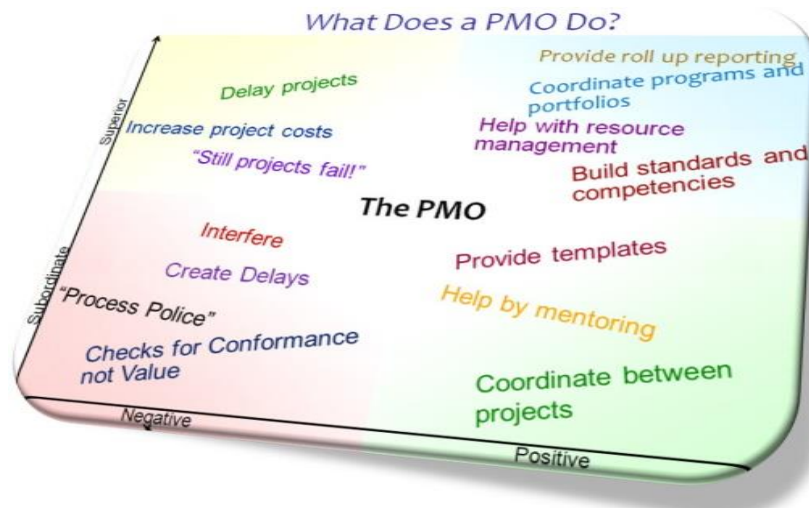
**Figure 6 Types of PMO'S (Source: PMBOK Guide Fifth Edition, 2013)**

Figure 6 above, provides a depiction of their interrelationship and how the level of control increases as a PMO advances from one level to another. It also shows how each encompasses some elements of the one before. The inner circle represents the Supportive PMO; the PMO is somewhat a starting point for most PMO is as it seeks to create a standardised process for the organization providing templates and best practices for them to follow. The middle circle represents what the controlling PMO's do in that it assures that projects comply with those templates and best practices. The level of control is a bit stricter than the supportive PMO. The final outermost circle represents the Directive PMO's that ensures the proper use of the templates and best practices; it has a more hands on approach, as this PMO takes full control of the projects to ensure their successful conclusion.

### **2.3.3 Roles and Responsibilities of the PMO**

The Project Management Office (PMO) is considered the focal point, the main office, which is responsible for the organisation 's projects. Their aim is to ensure that projects within the organisation are standardised, posed at reducing duplication and increasing key resources such as people, technology and communication.( Aziz, E. E, 2014)

Setting up of a PMO in the ABRC will reduce some of the problems previously experienced, when it comes to the whole project management process. This will assist in defining the procedures to follow and help set the standard to be maintained, in keeping with the organizations main goals and objectives. Figure 7 below is a snapshot of some of the positive attributes and the misconceptions of having a PMO.



**Figure 7. PMO Attributes and Misconceptions (Source: Griffiths, M. 2011)**

### **2.3.4 Project Maturity and Maturity Models**

Project management maturity is explained as a progressive and holistic model that develops an organisation's approach, methodology, strategy and decision-making process as defined by the three core areas of project management: people, process, and tools (Pretorius.S, 2012).

#### **Maturity Models**

Maturity models are tools developed to measure a company's project management capability. As the area of project management evolved, newer models were developed. These maturity models provided a framework for organisations to improve their performance across different business areas (Brookes et al., 2014). It demarcates the necessary steps to take towards project management maturity advancement and performance improvement. It has been seen that if a maturity model has been utilised successfully, the framework established will assist with stabilizing the processes used, creating a more systematic structure (Brookes et al., 2014).

The development of the FGP was facilitated by the use of several Project Management Maturity Models (PMMM). The sections below will introduce and provide a description of the PMMM that will be used to aid in the final decision-making process for this FGP.

#### **Organisational Project Management Maturity Model (OPM3)**

Organisational Project Management (OPM) is the alignment of an organisation's projects to its strategic goals. It correlates the organisation's capabilities in portfolio, programme and project management and the organisation's effectiveness in implementing the strategy, mission and vision (PMI-OPM3, 2013).

It is designed to help organizations assess the state of their organizational project management maturity by assisting them in understanding organizational project management, organizational project management maturity, and how to assess their current organizational project management maturity., OPM3 also helps organizations to determine what specific Capabilities are needed in order to achieve the desired Best Practices, so that the organizations' agenda can continue to advance while setting priorities for using or applying limited organizational resources.( Fahrenkrog, S. L, 2004)

The OPM3 cycle consist of three phases:

- Acquire Knowledge,-This requires that one acquires an understanding of the model and its implementation.
- Perform Assessment –This requires that one performs an assessment were the current OPM infrastructure is compared to a robust OPM infrastructure.
- Manage Improvement- At this point the organization determines which changes are feasible at the current time and moves forward with implementing the noted changes .

The standard is implemented through a step by step process the first being :

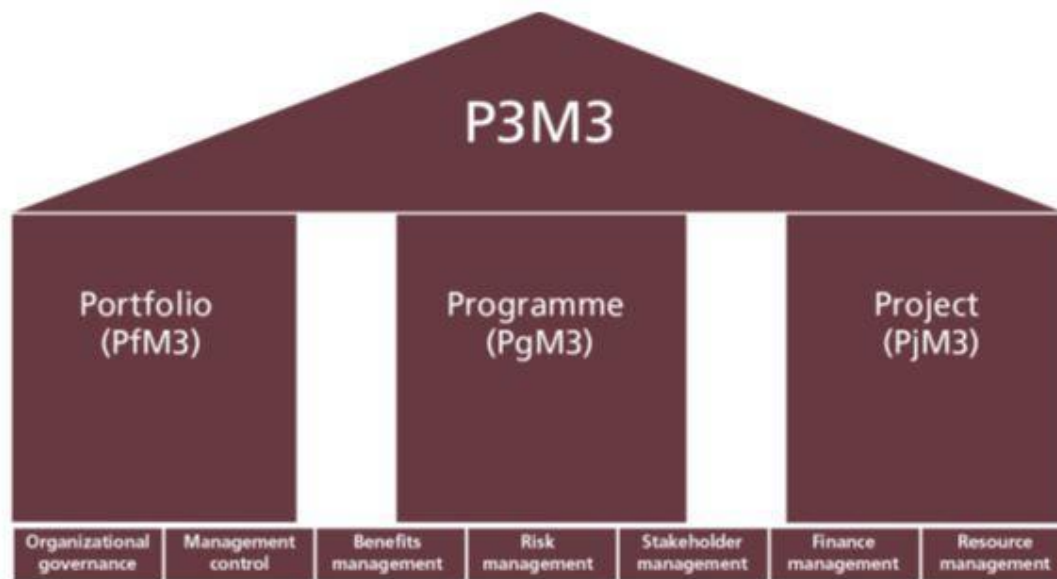
- Prepare for Assessment –organization prepares to assess the OPM maturity of the organization against the choosen model
- Perform Assessment-this step compares the capabilitites of the organization against those of the OPM3 model.
- Plan for Improvement –this step is the planning step, it is during this step that the organization determines their needs and then determines which best practices and capabilities should be implemented to fill the needs .
- Implement Improvements-The organization at this step seeks to implement the planned improvements using project management and organizational change methods.

Repeat the Process-At the end of the improvement cycle , the organization evaluates whether or not the improvements implement improved their current status. If the desired impact was not achieved , the steps will be repeat accordingly. (PMI-OPM3, 2013,p.25).

### **Portfolio, Programme and Project Management Maturity Model P3M3**

P3M3 is a management maturity model, looking across an organisation at how it delivers its projects, programmes and portfolio(s). It is a framework for the evaluation of the maturity and performance of assets of an organisation. It allows for an assessment of the processes employed, the competencies of people, the tools deployed and the management information used to manage and deliver improvements.

The P3M3 aims to help organisations assess and determines their strengths and weaknesses their maturity and performance and their ability to deliver change (Kelly, M. (2013, May 05).



**Figure 8. P3M3 MODEL (Source: OGC, 2011)**



Figure 8 above shows the three models that make up the P3M3 model and their common perspectives.

These three models are:

- Portfolio Management Maturity Model (PfM3)
- Programme Management Maturity Model (PgM3)
- Project Management Maturity Model (PjM3).

Similar to the SEI's Capability Maturity Model, (the model which P3M3 was first derived from) the P3M3 is defined by a five-level maturity framework. These maturity levels constitute the structural components that comprise P3M3

**Level 1 – Awareness of process:** No structured approach exists for handling projects, programmes and portfolios; however, projects are recognised in organisations.

**Level 2 – Repeatable process:** There is a basic standard for project management, but not used consistently across the organisation. Usually based on the knowledge of the person executing the activity or project as such cannot be easily repeated.

**Level 3 – Defined process:** The organisation has defined standards for the project management process. The processes are consistent across the organisation.

**Level 4 – Managed process:** the organisation is able to measure and monitor projects performance, all the necessary processes are in place and observed across the organisation.

**Level 5 – optimised process:** At this level of maturity, all the processes for handling projects, programmes and portfolios are optimised and continuous improvement is evident in the organisation (OGC, 2011).

Chart 2 below highlights the characteristics for each maturity level. When conducting the assessment, these characteristics are used to judge the maturity of the organisation in relation to P3M3.

**Chart 2 .Characteristics of P3M3 Maturity levels Source: (OGC, 2011)**

<b>Maturity Levels</b>	<b>Portfolio</b>	<b>Programme</b>	<b>Project</b>
Awareness of process	Does the organization's board recognize programmes and projects; run an informal list of its investments in programmes and projects? (There may be no formal tracking and documentation of the process.)	Does the organization recognize programmes and run them differently from projects? (Programmes may be run informally with no standard process or tracking system.)	Does the organization recognize projects and run them differently from its ongoing business? (Projects may be run informally with no standard process or tracking system.)
Repeatable process	Does the organization ensure that each programme and/or project in its various portfolios is run with its own processes and procedures to a minimum specified	Does the organization ensure that each programme is run with its own processes and procedures to a minimum specified standard? (There may be limited	Does the organization ensure that each project is run with its own processes and procedures to a minimum specified standard? (There may be limited

Maturity Levels	Portfolio	Programme	Project
	standard? (There may be limited consistency or coordination between portfolios.)	consistency or coordination between programmes.)	consistency or coordination between projects.)
Defined process	Does the organization have its own centrally controlled portfolio processes and can individual initiatives flex within these?	Does the organization have its own centrally controlled programme processes and can individual programmes flex within these processes to suit the particular programme?	Does the organization have its own centrally controlled project processes and can individual projects flex within these processes to suit the particular project?
Managed process	Does the organization obtain and retain specific management metrics on its whole portfolio of programmes and projects as a means of predicting future performance? Does the	Does the organization obtain and retain specific measurements on its programme management performance and run a quality management organization to predict future programme	Does the organization obtain and retain specific measurements on its project management performance and run a quality management organization to predict future performance

<b>Maturity Levels</b>	<b>Portfolio</b>	<b>Programme</b>	<b>Project</b>
	organization assess its capacity to manage programmes and projects and prioritize them accordingly?	outcomes better?	better?
Optimized process	Does the organization run continual process improvement with proactive problem and technology management, for the portfolio in order to improve its ability to predict performance over time and optimize processes?	Does the organization run continual process improvement with proactive problem and technology management for programmes in order to improve its ability to predict performance over time and optimize processes?	Does the organization run continual process improvement with proactive problem and technology management for projects; in order to improve its ability to predict performance over time and optimize processes?

Another vital aspect of P3M3 that should be noted, is that the model has 7 focus areas that exist across the three models and are assessed at all five maturity levels. These focus areas are:

- Organisational governance
- Management control
- Benefits management
- Risk management
- Stakeholder management

- Finance management
- Resource management.

For each of the focus areas, there are a number of characteristics defined at each level of maturity. They are used to depict what an organisation should do at a particular level of maturity. The data collected during the P3M3 assessment is given a rating against each one of the focus areas, producing a result that helps show where the organisation is most effective, and the weakness that could be of concern and require prioritized attention.

The analysis of the data collected from the assessment of these attributes is the basis on which organizations should assess its current maturity and make plans for improvement. One of the benefits of this model is that the organisation can choose to assess one particular area or they can focus on all. (What is P3M3? | P3M3. (n.d.).)

### **Capability Maturity Model Integration (CMMI)**

This model has come under scrutiny many times since its development. Originally developed to be a tool to evaluate the ability of government contractors to perform a contracted software project; the model has since been upgraded so that it can be applied as a general model of the maturity of processes in both IT and non-IT organisations.

Spearheaded by the CMMI Institute the Capability Maturity Model Integration (CMMI) is an excellent performance improvement framework for competitive organisations that want to achieve high- performance operations. Building upon an organisation`s business performance objectives; CMMI provides a set of practices for improving processes, resulting in a performance improvement system.

It is a framework that models what to do to improve the processes; not defining each of the processes. Designed to compare an organisation`s existing processes to improve best practices developed by members of industry, government, and

academia; which reveals possible areas for improvement and provides ways to measure progress. (Greiner, L. 2007, October 17)

CMM framework provides two different approaches that are used to improve project management. The first one being:

**Continuous Representation** - This approach emphasises the use of the organisation's processes. It provides a framework to evaluate and improve processes. It permits room for improvement related to the individual process; this process is then measured against capability levels. The capability levels are measured from 0-5 (five being the highest), the description of various levels ranges from incomplete to optimizing.

**Staged Representation** - Provides an overall view of the organisation. It measures the maturity at the organisations' level, compared to the continuous representation which measures maturity at the process level. It is easily understandable and less detailed compared to continuous representation. The framework of staged representation provides the standardized value of an organization's maturity. This process is similar to the continuous process, it measures the maturity level of the organisation using a scale, which ranges from 0-5 (five being the highest) and the descriptions are as follows respectively: Mateen, M. (2015).

- 0- Incomplete
- 1- Performed
- 2- Managed
- 3- Defined
- 4- Quantitatively Managed
- 5- Optimized

The model identifies five levels of process maturity for an organization:

**Initial:** Processes are unpredictable, poorly controlled and reactive

**Managed:** Processes are characterised for projects and are often reactive

**Defined:** Processes are characterised by the organisation and are proactive

**Quantitatively managed:** Processes are measured and controlled

**Optimizing:** There is a focus on process improvement

The CMMI model mostly deals with what processes should be implemented, restructured or eliminated.

### **3. METHODOLOGICAL FRAMEWORK**

#### **3.1 Information Sources**

The term information source is explained as any source in which information can be acquired from. In today's world, information can be acquired from various mediums; ranging from social media, people, newspapers, journals, transcripts from radio or TV programmes, leaflets and photographs.

It is important to note that these information sources are divided into three separate categories: primary, secondary and tertiary. The section below provides a brief overview of each category. Reiling, J. (2014, July 5).

##### **3.1.1 Primary Sources**

A primary source is considered as a contemporary account of an event, written by someone who experienced or witnessed the event in question. It is usually a first-hand account of the event. These sources usually take the form of diaries, letters, memoirs, journals, speeches, manuscripts, interviews and other such unpublished works (Susan Birkenseer,2014).

The primary sources that will be used for this FGP will be a mixture of interviews and surveys with key stakeholders. These stakeholders will be persons who have had first-hand experiences dealing with projects at the organisation (whether it was directly managing or were a part of the implementation team).

##### **3.1.2 Secondary sources**

Secondary sources are used to interpret primary sources. It describes, discusses, interprets, comments upon, analyses, evaluates, summarises, and processes that assign a value to the primary sources.



The most notable form of secondary sources are published works such as journal articles or books but may include radio or television documentaries, or conference proceedings.

The research for this FGP will use diverse secondary sources such as books, scholarly journals, past papers, related research on Project Management and PMO Models and methods of implementation.

**Chart 3. Information Sources (Source: Author)**

Objectives	Information sources	
	Primary	Secondary
1.To appraise the current framework utilized to execute projects within the Antigua and Barbuda Red Cross.	Interview with key personnel of the ABRC, ABRC organizational structure and operational processes and procedures.	Internet Research, Online literature such as PMBOK and academic journals review.
2.To review collected data to establish a baseline to be used, to determine the maturity of the current system.		PMO Survey, interviews notes.
3.To analyse baseline data against the various characteristics of a typical PMO, to ascertain the most suitable Project Management Office framework to be implemented at the Antigua and Barbuda Red Cross.	Information retrieved and compiled, tabulated into a database	Research on PMO's, Project Management sources, templates and documentaries.

Objectives	Information sources	
	Primary	Secondary
<p>4.To create a roadmap for the implementation of a suitable PMO structure at the Antigua and Barbuda in 2018.</p>		<p>Project Management websites (such as www. Pmi.com/www.projectmanagement.com) PM books, PMBOK, articles and presentations from Project Management offices.</p>
<p>5.Recommend the development of a data management system, to be used to store information pertaining to projects executed within the last 3 years. Including a new one being implemented at/by the Antigua and Barbuda Red Cross.</p>	<p>IT Department, project manager, and key staff.</p>	<p>Information Management sources, templates and documentaries.</p>

## **3.2 Research Methods**

Research methods are the various procedures, schemes and algorithms used in research. They assist in the collection of samples, data and find a solution to a problem (Rajasekar, Philominathan & Chinnathambi, 2013).

### **3.2.1 Analytical Method**

Analytical research is a specific type of research that involves critical thinking skills and the evaluation of facts and information relative to the research being conducted (Crossman, A. (n.d.)).

### **3.2.2 Deductive - Inductive Method**

Deductive reasoning and inductive reasoning are two different approaches to conducting scientific research. With deductive reasoning, a researcher tests a theory by collecting and examining empirical evidence to see if it is true. With inductive reasoning, a researcher first gathers and analyses data, then constructs a theory to explain their findings (Crossman, A. (n.d.)).

### **3.2.3 Descriptive Research**

Descriptive research refers to the type of research question, design, and data analysis that will be applied to a given topic. The primary purpose of descriptive research is to acquire a portrayal of the state of affairs at the organisation, as it exists at present.

The methods of collecting data for descriptive research can be employed singularly or in various combinations, depending on the research questions at hand. Descriptive research often calls upon quasi-experimental research design (Campbell & Stanley, 1963). Some of the standard data collection methods applied

to questions within the realm of descriptive research include surveys, interviews, observations, and portfolios.

**Chart 4. Research Methods (Source: Author)**

<b>Objectives</b>	<b>Research methods</b>		
	<b><u>Analytical Research</u></b>	<b><u>Deductive-Inductive Method</u></b>	<b><u>Descriptive Research</u></b>
1.To appraise the current framework utilized, to execute projects within the Antigua and Barbuda Red Cross	This method was used to assess the current maturity status.	This method is used by testing the tools and techniques used to assess the maturity status of the organization.	This method is used to obtain information concerning the current status of the organization's procedures, related to project management. It describes, "what exists" with respect to variables or conditions in a situation.
2.To review collected data to establish a baseline to be used to determine the maturity of the current system.	The analytical method in this instance was used to define the maturity of the current	This method was used to interpret the empirical data collected.	This method was used to explain the results of the data collected.

Objectives	Research methods		
	system with the use of empirical data.		
<p>3.To analyse baseline data against the various characteristics of a typical PMO; to ascertain the most suitable Project Management Office framework to be implemented at the Antigua and Barbuda Red Cross.</p>	<p>The analytical method in this instance was used to study and understand the characteristics of the different PMO's.</p>	<p>This method was used to compare the characteristics of the different PMO's, to determine correctly, then, the suitable one for the Antigua and Barbuda Red Cross.</p>	<p>Not used.</p>
<p>4.To create a roadmap for the implementation of a suitable PMO structure at the Antigua and Barbuda in 2018.</p>	<p>The analytical method in this instance was used to study and understand (critical thinking), the general roles and responsibilities to be assigned to the PMO in the organization.</p>	<p>Not used.</p>	<p>This method will provide a comprehensive explanation of the strategic position on the National Society's organizational structure and the roadmap for implementation.</p>

Objectives	Research methods		
<p>5. Recommend the development of a data management system to be used, to store information pertaining to projects executed within the last 3 years and a new one to be implemented at/by the Antigua and Barbuda Red Cross.</p>	<p>Not used.</p>	<p>This method was used to collect information that will support the recommendation.</p>	<p>This method was used to compile the information needed to support the recommendation.</p>

### 3.3 Tools

Tools are defined as something “tangible, such as a template .

The software programme, used in performing an activity to produce a product or result. PMI (2013). These tools are used to facilitate, enhance the accomplishment of a task or operation.

The tools used to facilitate the development of this FGP are:

- Interactive communication (interviews, focus groups, meetings,)
- knowledge gathering (online researches, one on one conversations)
- alternative analysis and analytical techniques, maturity assessment.

#### Chart 5 Tools (Source: Author)

Objectives	Tools
1.To appraise the current framework utilised to execute projects within the Antigua and Barbuda Red Cross.	<ul style="list-style-type: none"> <li>• Interactive communication /Stakeholders’ input (interviews, focus groups, meetings;)</li> <li>• expert Judgement;</li> <li>• maturity assessment.</li> </ul>
2.To review collected data to establish a baseline to be used, to determine the maturity of the current system.	<ul style="list-style-type: none"> <li>• Gathering knowledge;</li> <li>• alternative analysis and analytical techniques.</li> </ul>
3.To analyse baseline data against	<ul style="list-style-type: none"> <li>• Interactive communication</li> </ul>



<p>the various characteristics of a typical PMO, to ascertain the most suitable Project Management Office framework to be implemented at the Antigua and Barbuda Red Cross.</p>	<p>/Stakeholders' input (interviews, focus groups, meetings)</p> <ul style="list-style-type: none"> <li>• gathering knowledge;</li> <li>• alternative analysis and analytical techniques.</li> </ul>
<p><b>4.</b>To create a roadmap for the implementation of a PMO structure at the Antigua and Barbuda in 2018.</p>	<ul style="list-style-type: none"> <li>• Interactive communication / Stakeholders' input (interviews, focus groups, meetings);</li> <li>• online PMO research templates;</li> <li>• expert judgement advice.</li> </ul>
<p><b>5.</b>Recommend the development of a data management system to be used, to store information pertaining to projects executed within the last 3 years and a new one to be implemented at/by the Antigua and Barbuda Red Cross.</p>	<ul style="list-style-type: none"> <li>• Online PMO research templates; and</li> <li>• expert judgement advice.</li> </ul>

### 3.4 Assumptions and Constraints

An assumption is a preconceived concept that a person has about something that in reality may not necessarily be true. (Usmani, F., 2016)

A constraint is a restriction that limits someone's ability to accomplish the given task/activity at hand. In project management, the three most notably known project constraints are scope, schedule, and budget; collectively known as the triple constraints (Usmani, F., 2016).

The assumptions of this final graduation project are:

- The current operations at ABRC are in need of a PMO.
- The inclusion of a PMO on the hierarchy of ABRC organisational structure; will help it to be more effective, by managing the interdependencies between departments.
- Due to the size and capacity at the ABRC, a non-complex PMO would be appropriate.
- Developing a plan for the establishment of a PMO will help with the project portfolio management at the NS.
- Implementation of a PMO will standardise operations and procedures as it relates to projects at the ABRC.

The concept for the FGP is centred around the development of a project management office proposal for the Antigua and Barbuda Red Cross. This proposal required that an assessment of the status of the organisation be done, followed by an assessment to determine the maturity level of the company.

The project scope started with proposing a PMO, through to implementing a PMO plan and determining the required sequence of implementation. The major constraint for this project is time. The time allotted for this project was three (3) months, limiting the extent to which this project can be developed and the new procedures defined. Other constraints that may affect the development of the FGP are:

- Limited budget - this is a constraint because insufficient funding will severely restrict how activities are implemented.
- Limited human resource with required skill sets.
- Lack of sensitivity for the value of PMO on the organisational structure.

**Chart 6 Assumptions and Constraints (Source: Author)**

Objectives	Assumptions	Constraints
<p>1.To appraise the current framework utilised to execute projects within the Antigua and Barbuda Red Cross.</p>	<p>The current operations at ABRC are in need a PMO. The inclusion of a PMO on the hierarchy of ABRC organizational structure will help it be more effective with its projects.</p>	<p>Lack of sensitivity for the value of the PMO on the organizational structure.</p>
<p>2.To review collected data to establish a baseline to be used, to determine the maturity of the current system at the Antigua and Barbuda Red Cross.</p>	<p>Information provided was not accurate, as such, no proper revision can be done.</p>	<p>Time / Limited human resource with required skill sets.</p>
<p>3. To analyse baseline data against the various characteristics of a typical PMO; to ascertain the most suitable Project Management Office framework, to be implemented at the Antigua and Barbuda Red Cross.</p>	<p>Due to the size and capacity at the ABRC, a non-complex PMO would be appropriate.</p>	<p>Time</p>
<p>4.To create a roadmap for the implementation of a suitable PMO</p>	<p>Developing a plan for the</p>	<p>Time /limited</p>

<b>Objectives</b>	<b>Assumptions</b>	<b>Constraints</b>
structure at Antigua and Barbuda in 2018.	<p>establishment of a PMO will make it easier to implement.</p> <p>Implementation of a PMO will standardize operations and procedures as it relates to projects at the ABRC.</p>	budget.
<p><b>5.</b>Recommend the development of a data management system to be used, to store information pertaining to projects executed within the last 3 years and a new one to be implemented at/by the Antigua and Barbuda Red Cross.</p>	<p>The recommendation to develop a database, to store information that may be rejected.</p>	<p>Limited budget and time allotment.</p>

### 3.5 Deliverables

A deliverable is any unique and verifiable product, result, or capability to perform a service that must be produced to complete a process, phase, or project (Yakubovitch, M. 2015).

The deliverables for this project are as followed:

- A report detailing the current project process and procedures used and the current level of maturity of Antigua and Barbuda Red Cross.
- A statistical report with information pertaining to the current project management system and the capacity and level of knowledge about the project being implemented at the NS.
- An analytical report indicating the most suitable PMO for Antigua and Barbuda's Red Cross.
- A report detailing the implementation plan (Road Map), the roles and responsibilities and the appropriate methodology, tools and templates to be used in the PMO at the Antigua and Barbuda Red Cross.
- A proposal outlining the information to be collected in the data management system.

**Chart 7 Deliverables (Source: Author)**

<b>Objectives</b>	<b>Deliverables</b>
<p><b>1.</b>To appraise the current framework utilized to execute projects within the Antigua and Barbuda Red Cross.</p>	<p>A report detailing the current project process and procedures used and the current level of maturity of Antigua and Barbuda Red Cross.</p>
<p><b>2.</b>To review collected data to establish a baseline to be used to determine the maturity of the current system at the Antigua and Barbuda Red Cross.</p>	<p>A statistical report with information pertaining to the current project management system and the capacity and level of knowledge about the project being implemented at the NS.</p>
<p><b>3.</b>To analyse baseline data against the various characteristics of a typical PMO, to ascertain the most suitable Project Management Office framework to be implemented at the Antigua and Barbuda Red Cross.</p>	<p>An analytical report indicating the most suitable PMO for Antigua and Barbuda Red Cross.</p>
<p><b>4.</b>To create a roadmap for the implementation of a suitable PMO structure for Antigua and Barbuda in 2018.</p>	<p>A report detailing the implementation plan (Road Map), the roles and responsibilities and the appropriate methodology, tools and templates to be used in the PMO at the Antigua and Barbuda Red Cross.</p>
<p><b>5.</b>To recommend the development of a data</p>	<p>A proposal outlining the information to be collected in the data management system.</p>

<p>management system to be used to store information pertaining to projects executed within the last 3 years and new ones to be implemented at/by the Antigua and Barbuda Red Cross.</p>	
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## 4. RESULTS

### 4.1. Assess the current framework utilized to execute projects within the Antigua and Barbuda Red Cross.

One of the objectives of this FGP is the assessment of the current framework used to execute projects within the ABRC. The current system is being reviewed to determine the current state of the organisations' project management framework. Currently, the ABRC uses a Result-Based Management (RBM), a management strategy. This strategy focuses on performance and the achievement of results (outputs, outcomes and impacts). RBM aims to manage an intervention while trying to ensure its relevance, efficiency, effectiveness, impact and other quality criteria. The flowchart below summarises the RBM concept.



**FIGURE 9 RBM FLOW (Source: Humentum, 2018)**

The logic behind RBM. is that it introduces a structured management approach that keeps organisations focused on the expected results, throughout the process and not on the implementation of activities or budget control. The summary of the RBM Logic process when it comes to project management is illustrated below:

- Assess → What is the current situation?
- Think → What caused it? Who is involved? What are we going to do?
- Plan → How are we going to do it? With whom? When? With what resources?

- Do → Get it done. How is it going? Do we need to adjust?
- Review → What went well/ poorly? What can we learn for next time?

It should be noted that in order to rationalise the steps listed above, the project management cycle is used to contribute to the process.

The National Society uses the project cycle processes to plan and execute projects. The usage of the project cycle is crucial because it provides a structure in which stakeholder consultations can be conducted, and relevant data that is gathered will be used to make informed decisions at critical stages in the life of the project.

When appraising the current framework, it was essential to have stakeholder consultation in order to obtain their perspectives on the organisation's effectiveness in managing projects, and the strengths and weakness of current practices in a project management organisation, or on an existing project.

To gain the type of information, a simple criterion for stakeholder selections was created for the focus groups. The criteria sought to gather information from individuals who are:

- Directly or indirectly involved in the decision-making aspect.
- Directly or indirectly involved in the project management process.
- Working closely with the organisation as partners.

The desired outcome of this activity would be the development of a detailed report that would create a baseline, or starting point, against which improvement can be judged. This report would highlight the strengths and weakness that exist and also highlight the opportunities present and the threats that could hinder the development of the organisation.

Both qualitative and quantitative methods were used to gather information from stakeholders. The tools used for the gathering of information were: 1. Focus Groups 2. Semi-structured interviews 3. Opportunity sampling.

The first activity conducted was the opportunity sampling, where a questionnaire which consisted of 23 questions that were distributed to persons at the NS, on various days. A total of 20 questionnaires were distributed to persons over a week.

Some of the areas selected to obtain opinions were:

- Financing
- Organisational strategy
- Use of /Knowledge of project management procedures and processes
- Communication
- Capacity building in project management
- Types of PMO to be implemented
- Governance support/involvement

The results from this questionnaire will be used to feed into the statistical report, that will provide information on the current project management system.

The semi-structured interviews focused on persons who are from the Governance level and Management (specifically persons who are implementing or have implemented projects on behalf of the NS). The primary purpose for conducting these interviews was to gather qualitative data from stakeholders involved in the whole aspect of project management, at an official level within the ABRC.

The third activity conducted was a focus group interview (which consisted of two representatives from each department in the NS). During this interview, several open-end questions were presented. The group was asked to be open and frank with their responses.

The focus of this activity was to have an interactive discussion among the stakeholders involved in the whole aspect of project management, on a day to day

level within the ABRC. The questions asked at both sessions focused on gathering information regarding:

- Experiences had in developing and managing projects,
- Current procedures and policies,
- Highlight areas of strength and weakness,
- Governances'/managements' involvement in the process

It was expected that from this activity, stakeholders' opinions on the current framework and processes used to execute projects would be gathered. Once the information is received; it will be analysed and fed into the assessment, by providing insight on the current project management environment.

The results of the focus group interviews highlighted some of the problems and the issues currently being experienced. The first issue explained was that there needs to be a clear link between the organisation's strategic priorities and some of the project approved for development. This point was debated as some respondents explained projects are developed based on the trend of things at times and not necessarily based on organisations' focus. Others disagreed and stated that based on the ABRC mandate, there would be times when they will have to step outside of the box to meet the needs of the people.

It was explained that there is a lack of coordination and consistency when it comes to the collection, sharing and storage of information between the department. It was explained that the level of information collection, sharing and storage were dependent on the PMs dedications and the level of data required for the project. It was explained that over the years, proper data storage was not practised as such there are data gaps, which limits how far back analysis can be conducted on things. It was shared that because there is no central repository, there is no way for them to research the lesson learnt on previous liked projects.

Another area of issue that the respondents felt that hindered project advancement, was the lack of defined roles and responsibilities. Not having a clear definition of their roles and responsibilities has created problems because they are unclear as to their roles and also what is to be expected of them in that capacity.

The group explained that most persons are not formally trained in PM, as such they are at a disadvantage when it comes to understanding project jargons. They noted that various agencies use different methodologies and if persons are not knowledgeable of them, they can misinterpret something and develop a poorly structured proposal. Management stated that while persons are not formally trained, the organisation provides opportunities for persons to learn the basics in the project management on IFRC'S online learning platform until other options to formally train staff are made available.

When asked about the consistency in the use of methodology, it was stated usage was dependent on whether the project was being developed for internal use or for external agencies. Some respondents indicated that they found RBM somewhat complicated (especially with the jargons used), as such, it was often opted to use a more straightforward and understanding methodology. Staff indicated that one good thing is; that development and adherence to procedures were usually left up to the project manager, to ensure that the appropriate procedures were developed and implemented accordingly. This gave the staff a sense of autonomy.

Other staff expressed their frustration with the system because they thought that the measuring of performance indicators was hard because the changes at times were subjective and intangible.

When asked about the areas that could be considered as strong points, it was explained that the managing of finances is an area that has strict policies and procedures in place and ensures that persons adhere to the procedures.

It was agreed upon that the area of organisational governance, had overall strong points despite some areas of weakness. They explained that the organisation has clearly defined criteria for reporting project status and for the escalation of issues to the appropriate levels.

The group highlighted that they have not been tapping into the resources of the IFRC and other external partners as much as they should have. It was explained that these agencies often could provide resources where necessary, to help alleviate some of the problems that the NS is experiencing. The downside to this is that sometimes the help is not crafted to suit the size of the organisation and they try to impose their ways on the NS.

The appraisal of the framework highlighted that ABRC has more areas of weakness than strengths, that will ultimately affect the implementation of the organisations' projects. Some of the notable weakness within the organization are

1. Lack of strategic plan to guide the processes forward
2. Poor coordination between departments
3. Poor Communication

The strengths note were :

1. Good Financial system
2. Strong Governance
3. Strong volunteer base

## 4.2. Appraisal of the Maturity Level of Antigua and Barbuda Red Cross

The second survey conducted was based on P3M3 Maturity Model. A P3M3 maturity model is an assessment tool that is used to check an organisation's capability in portfolio, programme and project management. The maturity model was chosen because it allows the organisation to conduct independent assessments in any of the specific disciplines. For the purpose of this FGP, the main focus is in the area of project management.

As previously explained the P3M3 maturity model, uses a five-level maturity framework and focuses on seven process perspectives. The objectives of this survey were:

- To measure the existing level maturity of the ABRC with respect to project management.
- To identify the main practices that should be entrenched within the ABRC operations, to improve its process capability.
- To understand and improve ABRC's capability, to manage its projects more effectively.

The questionnaire contained seven questions; one for each of the perspectives contained within P3M3 covering:

- Management Control
- Benefits Management
- Financial Management
- Stakeholder Engagement
- Risk Management
- Organisational Governance
- Resource Management

The survey was administered to a focus group, that represented the various sections of organisations. The sections represented were governance, management, staff (local and international) and volunteers. The individuals were asked to work as a team to provide a consensus response to the survey given.

Earlier in this FGP, an overview was given of three maturity models without having determined their usefulness. One of the objectives of research is to determine the maturity of project management processes in the ABRC, using a best practice model. In order to proceed with satisfying the objective at hand, selection criteria had to be defined to choose the right model to assess the organisation.

The criteria developed for the selection process are listed below:

1. The maturity model must be a best practice model and easy to understand.
2. The maturity model must be able to assess maturity on three process levels: project management, programme management, and also portfolio management level.
3. The model must be method-independent and not dependent on any single standardised approach for measuring maturity in organisations.
4. The maturity model must be flexible, allowing organisations to look at process areas in the context of the maturity level to which they belong.

The chart below represents three maturity models compared based on four selection criteria.

**Chart 8 Comparison of Maturity Models (Source: Author)**

Maturity model	Criteria 1	Criteria 2	Criteria 3	Criteria 4
OPM3	✓	✓	✓	X
P3M3	✓	✓	✓	✓
CMMI	✓	X	✓	✓



Based on the four selection criteria indicated previously, the three maturity models were compared to see which one satisfied the criteria. Based on the results Portfolio, Programme and Project Management Maturity Model (P3M3) satisfied all four-selection criteria and therefore is a suitable model to be used in this FGP.

For the purpose of this FGP, the Project Management Maturity Model (PjM3) self-assessment, was used to evaluate the current level of organisational maturity in respects to project management maturity. It should be noted that this self-assessment was not designed to provide a certifiable score; but rather to acquire scores that could be used for P3M3 benchmarks, if the organisation ever decides to conduct a full detailed assessment in the future.

The PjM3 self-assessment contains nine questions. The first question relates to the overall organisational maturity levels. The purpose of answering this question is to ascertain which of the five maturity level descriptions best describes the project management processes within Antigua and Barbuda's Red Cross. Questions 2 through 8 relates to one of the seven-process perspectives, which identifies the key characteristics of mature organisations project management, to successfully achieve strategic objectives and priorities. Question 9 provides an overall organisational capability maturity evaluation for Project Management.

The results of each question are then coded to represent the model's maturity levels as seen below.

- Level 1- Immature process
- Level 2 - Repeatable process
- Level 3 - Defined process
- Level 4 - Managed process
- Level 5 - Optimised process

The table below provides further insight as it characterises each level.

**Chart 9 Characteristics of P3M3 Maturity Levels (Source: Axelos, 2015)**

Levels	Characteristics
Level 1- An immature process	Does the organization recognize projects and run them differently from its ongoing business? (Projects may run informally, with no standard process or tracking system.)
Level 2 - A repeatable process	Does the organization ensure that each project is run with its own processes and procedures, to a minimum specified standard? (There may be limited consistency or coordination between projects.)
Level 3 - A defined process	Does the organization have its own centrally controlled project processes and can individual projects flex within these processes to suit the particular project?
Level 4 - A managed process	Does the organization obtain and retain specific measurements on its project management performance and run a quality management organization to better predict future performance?
Level 5 - An optimized process	Does the organization run continual

Levels	Characteristics
	process improvement with proactive problem and technology management, for projects in order to improve its ability to predict performance over time and optimize processes?

#### 4.2.1 Analysis of the Project Management Maturity Self-assessment

The table below displays the collation of the responses to the self-assessment that was administered. The results were calculated:

**Chart 10 Project Management Maturity Self-Assessment Responses (Source: Data from Project Management Maturity Assessment Axelos, 2015)**

Question	Focus	A	B	C	D	E	RESULTING LEVEL
The organization can be best characterized as having?	Maturity		✓				2
The management control is best described by?	Project		✓				2
The benefits management is best described by?	Project	✓					1

Question	Focus	A	B	C	D	E	RESULTING LEVEL
The financial management is best described by?	Project			✓			3
The risk management is best described by?	Project		✓				2
The approach to stakeholder management is best described by?	Project		✓				2
The organization delivers organizational governance by?	Project			✓			3
The resource management is best described by?	Project		✓				2

Question	Focus	A	B	C	D	E	RESULTING LEVEL
Does the organization	Project		✓				2

Based on information received from interviewees and observation; the ABRC does not have an organisational project management policy, that would mandate the use of a common project management approach and framework. There are significant differences in the way internal and external projects are managed. However, it was noted that the ABRC has financial policy and procedures manual, that gives strict guidelines on funding, determining how the project or consolidated should be spent.

There needs to be more guidance when it comes to the establishment of and use of the 'project teams' and oversight boards. Due to the limited human resources employed at the NS (not to mention that project managers are spread across several projects), there are limitations on the project managers ability to focus on benefits or stakeholder management or encourage the use of procedures to map them.

#### **4.2.2 Review of the Seven Process Perspectives:**

Management Control (Level 2)- The concepts of project management will have been grasped by some within the organisation, and there may be local experts, such as experienced project managers working on key projects.

Benefits Management (Level 1) - There is some recognition that the concept of benefits can be differentiated from project outputs.

Financial Management (Level 3) - The organisation will have established standards for the preparation of business cases and processes for the management of business cases throughout the project life cycle. Project managers will monitor costs and expenditure in accordance with organisational guidelines and procedures, with defined interfaces with other financial functions within the organization.

Stakeholder Management (Level 2) - Projects will be communicated effectively, but this is linked more to the personal initiative of programme and project managers than a structured approach being deployed by the organisation.

Risk Management (Level 2) - Risk management is recognised and used on projects, but there are inconsistent approaches which result in different levels of commitment and effectiveness.

Organisational Governance (Level 3) - Centrally defined organisational controls are applied consistently to all projects, with decision making structures in place linked to organisational governance.

Resource Management (Level 2) - Resources are being deployed across the organisation and individual projects have a procurement guide, as it relates to

resource acquisition, planning or management. However, there is little evidence that shows the usage of the guide is consistent.

The Antigua and Barbuda Red Cross's overall capability maturity evaluation was two (2). This signifies that the maturity of the NS is level 2, which means that processes are repeatable. The analysis of this level indicates that there are basic management practices in place and measures are being implemented to improve them. It also indicated that the NS has key individuals who are experienced and trained and have demonstrated a successful track record, however, the downside to this is, that the organisation is only capable of repeating these successes with the continued assistance of these individuals.

The last thing it highlighted was that average initiatives are performed and managed according to documented plans; project status and delivery are visible to management at defined points.

The assessment of current framework utilised to execute projects within the Antigua and Barbuda Red Cross has highlighted some positives in certain areas, in addition to several grey areas that need to be addressed (e.g. lack of frameworks and policies and procedures).

Some major disparities noted were:

1. The evident difference in perspectives of the overall project management system. The initial survey that was conducted amongst staff, volunteers and external support, painted a worst-case scenario; which suggested that majority of the persons interviewed, did not fully understand or had knowledge of current project management framework, its processes and procedures.

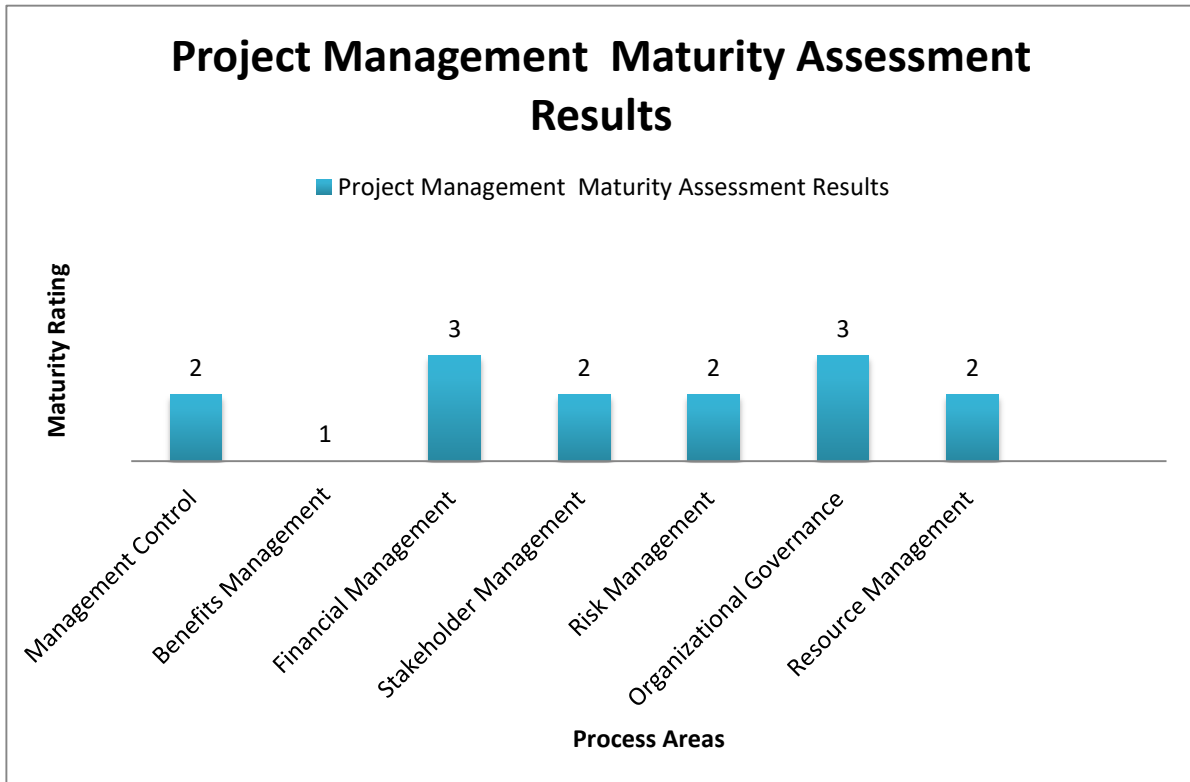
The self-assessment which zeroed in on key areas painted a slightly more diplomatic picture of an organisation with strengths and weaknesses;

however, shortcomings are being improved. As a member of the organization many times it is said that information is only filtered to certain groups, signifying that there is a gap in the lines of communications amongst other things. The surveys helped to prove whether or not the sayings were correct and to what extent. When data is quantifiable persons tend to pay more attention to the matter at hand.

2. The lack of uniformity in the project approach, (specifically looking at both internal and external projects). The evaluation from the initial survey and interviews revealed, that greater adherence is paid to policies and procedures set out by external agencies for donor-funded, as opposed to internally funded projects. The lack of a suitable standardised framework to guide the processes at the NS has left the success of the project to the discretion of the project manager.

If the NS is to elevate its current maturity there are areas that require development and implementation. The areas that have shown some success need to be revisited and strengthened to main its successes.





**Figure 10 Project Management Maturity Assessment Results (Source: Author)**

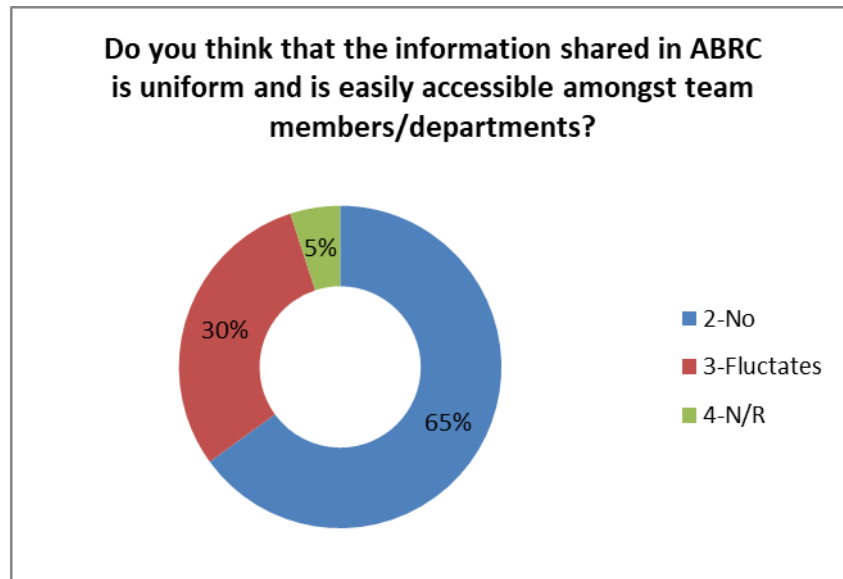
### 4.3. Statistical Analysis of the Current Project Management System

The table below presents the results of the survey that was conducted at the ABRC. The purpose of the survey was to get a first-hand opinion, regarding the sharing of information and knowledge as it pertains to the areas mentioned below.

#### 4.3.1 Communication /Sharing of Information

Based on the results of the survey, it was noted that there are significant gaps when it comes to communication and sharing of information at the NS. Several questions were included in the survey; which sought to ascertain an idea of what information is shared, whom shared with and how often it is shared. When persons were asked if the information was uniform and easily accessible, 65% of the respondents indicated that it was not uniform or easily accessible. Thirty percent indicated that the sharing of information and the accessibility of information fluctuates from time to time and is dependent on your role at the NS. Five percent

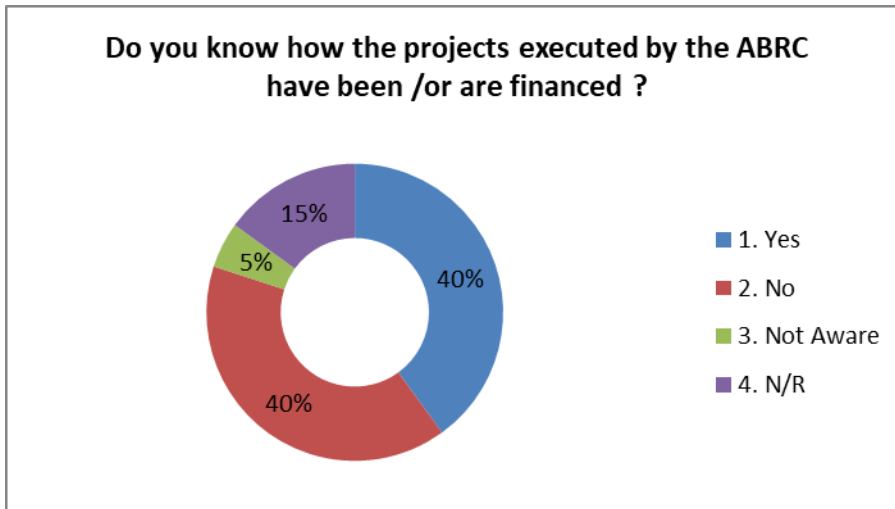
of the respondents refrained from offering a comment on this question. The figure below is a graphical representation of results obtained for this particular question from the sample.



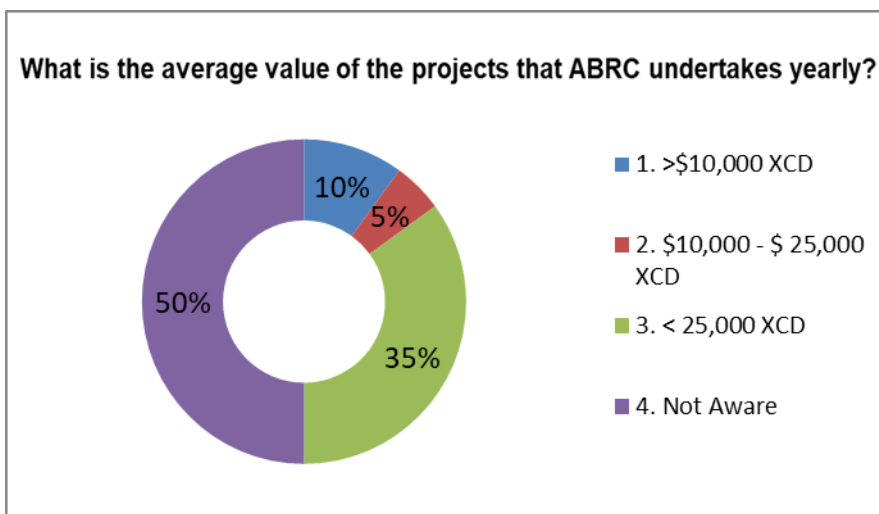
**Figure 11 Graphical Representation of Survey Question # 16 (Source: Data from survey applied to personnel from ABRC)**

#### **4.3.2. Financing**

Based on the responses from the survey, it was evident that information pertaining to financing was not an area that much sensitization and/or updates were provided. When persons were asked of their awareness of information relating to project financing, 40% of the respondents indicated yes and 40% chose not to respond due to lack of knowledge. However, when a follow-up question was put forward regarding the actual value of the projects executed yearly; 50% of the respondent indicated that they were not aware, suggesting that the sharing of critical information is not standard and may be shared on a need know basis. When discussions were held with key personnel, and it was asked if knowing about how projects are financed should be public knowledge the general consensus indicated that it should. Some indicated that in the initial phases, how the NS tend to source funds is not of concern but rather the end result, the actual funder is important.



**Figure 12 Graphical Representation of Survey Question # 6 (Source: Data from survey applied to personnel from ABRC.)**

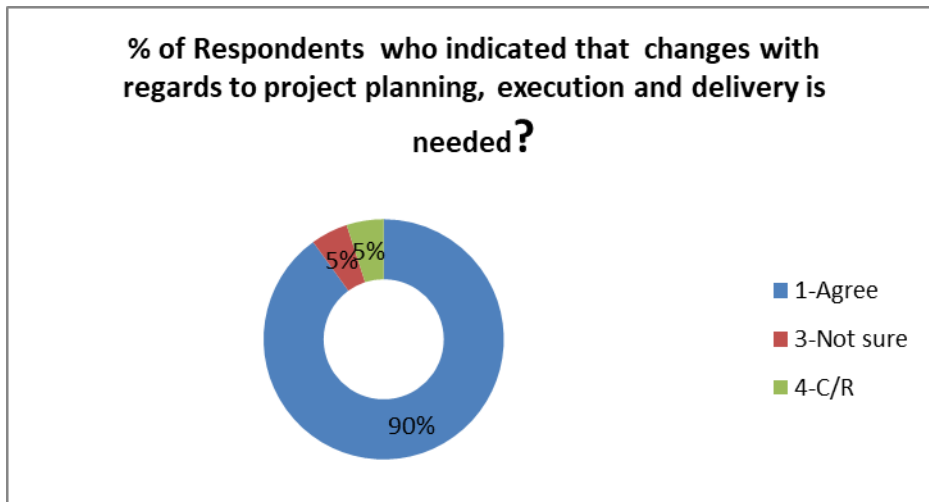


**Figure 13 Graphical Representation of Survey Question # 7 (Source: Data from survey applied to personnel from ABRC.)**

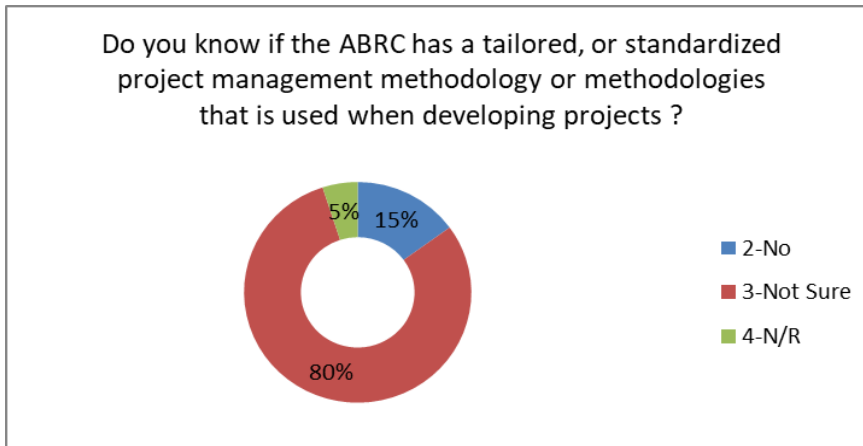
### 4.3.3. Use of project management procedures and processes

When questioned about the use of project management procedures and processes at the NS, 80% of the respondents stated that they were not aware whether or not ABRC has/uses a tailored or standardised project management methodology to develop projects. Upon further discussion, it was explained that projects are usually developed based on the methodology and templates used by the donor. When asked if reviews postmortems of projects were done internally, 50% of the respondents could not respond to the question. Thirty-five percent of the respondents indicated that this is was not a customary practice and was only conducted sometimes at the NS.

Based on the survey, the general consensus is that the ABRC needs to implement changes as it regards to the aspect of project management. Out of the 20 people who took the survey 18 people (90%) agreed that this was necessary.



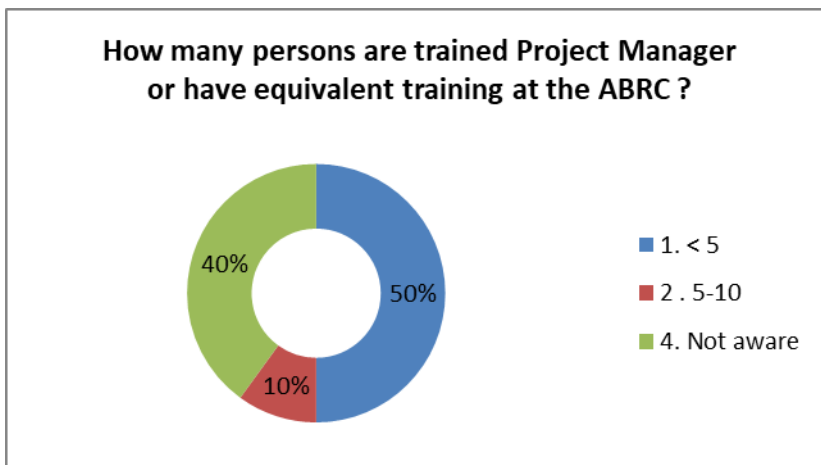
**Figure 14 Graphical Representation of Survey Question # 19 (Source: Data from survey applied to personnel from ABRC.)**



**Figure 15- Graphical Representation of Survey Question # 13(Source: Data from survey applied to personnel from ABRC.)**

#### 4.3.4. Capacity building in project management

When asked if persons knew how many individuals are trained in project management or is a trained project manager, 50% of the respondents stated that the NS had less than five people who possess this skillset. Upon further discussion, it indicated that there were no trained project managers, but rather persons who gained knowledge on the job experience.



**Figure 16 Graphical Representation of Survey Question # 8 (Source: Data from survey applied to personnel from AB)**

#### **4.3.5 Organizational Strategy**

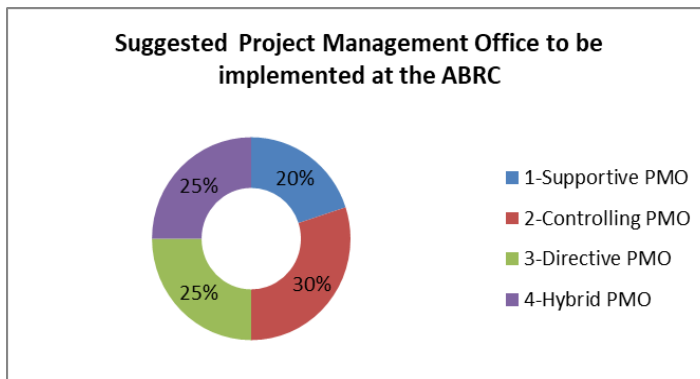
When asked if persons knew if ABRC had a functioning organizational strategy and whether or not it is used to guide project selection. The primary response to the first question was not sure, 45% of the respondents could not give a definitive answer. When asked if it is used to guide NS in the areas of project selection, 65% of the respondents could not give a definitive answer. When discussed with key personnel, it was explained that a draft working document does exist, however, it is unsure if it is currently being used. It was also explained that project selection is guided by the local Red Cross Act.

#### **4.3.6 Types of PMO**

When conducting the research for this FGP , it was imperative that stakeholder consultation be held with not only staff but with the volunteers at the organization, because these individual are a valuable source of information. The input received from them contributed to improve the project design and outcomes, not to mention help to identify and control external risks.

It was for this reason that the opinion on the type of PMO to be implemented at ABRC, was solicited from both personnel and volunteers . Each respondents was provide with a description of the types of PMO's that currently exist (Supportive, Controlling and Directive).Based on the information provided thirty percent of the respondents suggested that a Controlling PMO should be implemented; as this type of PMO allows the institution some reasonable control and how they execute activities, processes and procedures.

Figure 17 below indicates the respondent's percentages in respect to the preferred Project Management Office:



**Figure 17 Graphical Representation of Survey Question # 22 (Source: Data from survey applied to personnel from ABRC)**

The chart below provides the results of the survey conducted. Responses are represented as a percentage of the total number of respondents.

**Chart 11 Results of the Baseline Survey (Source: Data from the survey applied to personnel from ABRC.)**

#	Questions	Results
#1	What role do you play within the organization?	<p>35% of the respondents stated volunteer</p> <p>35% of the respondents stated they worked for the ABRC as a Staff</p> <p>0% of the respondents chose option C, stating that these people were temporary support offering assistance from time to time</p> <p>30% of the respondents chose option D, indicating that these people are external support who works for the IFRC.</p>
#2	Are you familiar with the terms Project and Project Management?	<p>65% of the respondents are familiar with the two terms in the question.</p> <p>10% of the respondents were not familiar with the terms Project and Project Management.</p> <p>25% of the respondents chose option C, which stated that persons were</p>

#	Questions	Results
		vaguely familiar with the terms Project and Project Management.
#3	Would you say that the ABRC operates strictly as a project base entity?	<p>55% of the respondents disagreed and stated that ABRC is not a strict project-based organization, but rather a mixed one. The NS manages other revenue-based operations, apart from the projects that are implemented by the various departments. Suggesting that persons have a basic understanding of how the ABRC functions.</p> <p>5% of the respondents indicated that yes, the ABRC operates strictly as a project base entity.</p> <p>25% of the respondents stated that ABRC is not mainly a project based organization.</p> <p>15% of the respondents chose not to provide a response.</p>
#4	Are you aware of the types of projects that are executed within the ABRC?	<p>50% of the respondents who took the questionnaire indicated that they were fully aware of the types of projects that the ABRC executed. Signifying that some form of information pertaining to projects is shared.</p> <p>15 % of the respondents chose option B, indicating that persons were not aware of the types of projects that are executed within the ABRC.</p> <p>30% of the respondents chose option C, indicating that persons were vaguely aware of the types of projects that are executed within the ABRC.</p>



#	Questions	Results
		5 % of respondents chose not to respond.
#5	Do you know how many projects on average are implemented by the ABRC yearly?	Less than half (40%) of the respondents are aware of the number of projects. While persons are sensitized about the projects, they are not sure of the number of projects that are executed on a yearly basis.
#6	Do you know how the projects executed by the ABRC have been /or are financed?	There was an overall 40 % split between persons who knew about project financing and those that did not know. When the results were examined by group volunteers who responded, there was a 43% tie between persons who knew about project financing and those that did not know. 57% of staff responses indicated that they were aware of how projects were financed; 67 % of the respondents from external support group stated that they had no knowledge of how projects were financed at the ABRC. This suggests that information pertaining to financing is not common knowledge to all.
#7	7. On average what is monetary value of the projects that ABRC undertakes yearly?	50% of the respondents who took the questionnaire, could not respond to this question as they were unaware of the average value of the projects undertaken yearly by the ABRC. 35% of the respondents stated that the average value was over \$25,000 XCD, 5% stated between \$10,000-\$25,000 XCD and 10% stated \$2,000-\$10,000 XCD. When examined by groups both the volunteers (50%) and the external group (83%) could not respond due to lack of knowledge. This suggested that stakeholders are updated as often as they should.

#	Questions	Results
#8	Do you know how many persons are trained in Project Manager or have equivalent training at the ABRC?	50% of the overall respondents choose option A, which states that less than 5 persons were trained or have equivalent training in Project Management. 40% could not respond to the question and 10% indicated that ABRC had 5-10 person trained or have equivalent training in Project Management.
#9	Are you aware of the success rate of the projects undertaken at/by the ABRC?	50% of the respondents choose option B, indicating that half of the respondents are not aware of the success rate of the projects undertaken by/at the ABRC. 30% of the respondent chose option A, indicating that persons are aware of the success rate of the projects undertaken at/by the ABRC. 15% of the respondents chose option C, indicating that persons were not interested in knowing the success rate of the projects undertaken at/by the ABRC.
#10	What is the success rate of the projects implemented at the ABRC based on their specified objectives?	45% of the respondents choose option D, which indicated that persons were not aware of the success rate of the projects implemented based on the specified objectives. There was a 25% tie between persons who said there was a <75% success rate and a success rate between 50%-75%. Only 5% choose option A, which indicated that >25% of the projects were successfully executed.
#11	Does the ABRC have an effective organizational strategy?	45% of the respondents choose the option C, which indicated that persons were not aware or sure if ABRC had an effective organizational strategy. There was a 20% tie between persons who stated that the ABRC has an effective organizational strategy and those that said no, there is no working organizational strategy. 15% could not answer this question

#	Questions	Results
#12	Do you know if the ABRC uses the organizational strategy to guide project selection?	65% of the respondents choose option C, which indicated that more than half of the respondents were not sure that the ABRC uses the organizational strategy to guide project selection. 15% of respondents choose option B, which indicated these persons did not know if the ABRC uses the organizational strategy to guide project selection. There was a 10% tie between persons who stated yes, the organizational strategy is used and those that indicated a response could not be given.
#13	Do you know if the ABRC has a tailored or standardized project management methodology or methodologies that are used when developing projects?	80% of the respondents chose option C, which indicated that persons were not certain if the ABRC has a tailored or standardized project management methodology or methodologies that are used when developing projects. 15% indicated that the ABRC had no tailored or standardized project management methodology or methodologies that are used when developing projects, and 5% could not provide a response.
#14	Have you ever managed or been a part of a project management team at the ABRC?	50% of the respondents chose option A, which indicates that half of the respondents have either managed or been a part of a project management team. 30% chose option B, which indicated that these persons have never managed or been a part of a project team. 5% indicated that this had never been of interest to them. 15% could not provide a response.

#	Questions	Results
#15	Are details pertaining to the project, the roles and responsibilities of team members, how the connection to the overall plan of the NS documented and clearly explained?	<p>20% responded yes, all the necessary information was explained and provided.</p> <p>0% responded no, nothing was provided or explained and merely asked to assist.</p> <p>45% responded that only partial information was provided verbally</p> <p>20% responded yes, but only partial non-verbal information was provided.</p> <p>15% of the respondents chose not to respond</p>
#16	Do you think that the information shared in ABRC is uniform and is easily accessible amongst team members/departments?	<p>0% responded yes, communication is free flowing.</p> <p>65% responded no, indicating that there are gaps in communication and that information is not easily accessible.</p> <p>30% responded by stating that information shared is not balanced and it fluctuates from time to time</p> <p>5% preferred not to respond</p>
#17	Are team members shared across different projects?	<p>70% chose option A, which indicated that yes, team members shared across different projects as there are limited resources available.</p> <p>5% of the respondent indicated that team members were not shared across different projects.</p> <p>10% of the respondent indicated that they were not sure if team members shared across different projects.</p> <p>15% chose not respond.</p>

#	Questions	Results
#18	Do the NS have problems with meeting project deadlines, staying within cost, managing problems such as change of scope and quality assurance?	<p>20 % of the respondents replied yes, indicating that the NS have problems with meeting project deadlines, staying within cost, managing problems such as change of scope and quality assurance.</p> <p>10 % of the respondents replied no, indicating that the NS did not have problems with meeting project deadlines, staying within cost, managing problems such as change of scope and quality assurance.</p> <p>65 % of the respondent chose the option, which indicated that persons were not sure if the NS has/had problems with meeting project deadlines, staying within cost, managing problems such as change of scope and quality assurance.</p> <p>5 % of the respondents preferred not to answer</p>
#19	Do you agree that a change with regards to project planning, execution and delivery is needed?	<p>90% of the respondents agreed that a change concerning project planning, execution and delivery is required at the ABRC.</p> <p>0% of the respondents disagreed with the statement.</p> <p>5% of the respondents were not sure if changes concerning project planning, execution and delivery are required at the ABRC.</p> <p>5% of the respondents preferred not respond.</p>
#20	Are reviews, project post-mortems and performance review conducted internally during the life of the project?	<p>10% of the respondents indicated that yes reviews, project post-mortems and performance review are carried out internally during the life of the project.</p> <p>5% of the respondent indicated no reviews, project post-mortems and performance review are conducted internally during the life of the project</p> <p>35% of the respondents responded that reviews, project postmortems and performance review are sometimes</p>

#	Questions	Results
		conducted internally during the life of the project. 50% of the respondents opted not to provide a response to the question.
#21	Is reliable statistical information regarding previous projects executed easily available at the ABRC?	65 % of the overall respondents were not aware of the ABRC having reliable statistical information regarding previous projects executed. 0% of the respondent indicated that yes, reliable statistical information regarding previous projects executed efficiently is available at the ABRC. 25% of the respondents stated that no, reliable statistical information regarding previous projects executed is readily available at the ABRC. 10% of the respondents chose not to offer a respond.
#22	Please indicate from the Project Management Office descriptions listed above which do you think would best suits the ABRC?	30% of the total respondents opted for controlling PMO. There was a 25% tie between respondents who respectively suggested, that either a directive or hybrid PMO could be implemented and 20% opted for a supportive PMO structure.
#23	Do you think that Governance and management should support the implementation of a PMO within the next year or so?	70 % of the overall respondents agreed that both management and governance should support the implementation of a PMO at the ABRC within the next year. 30% of the total respondents responded " not sure".

#### 4.3.7 Analysis of the Different Types of PMO

For the purpose of this FGP, information was sought from various areas about the types of PMO'S in existence. Based on the research three (3) basic types of PMO's were highlighted based on their degree of influence and control over the projects within the organization:

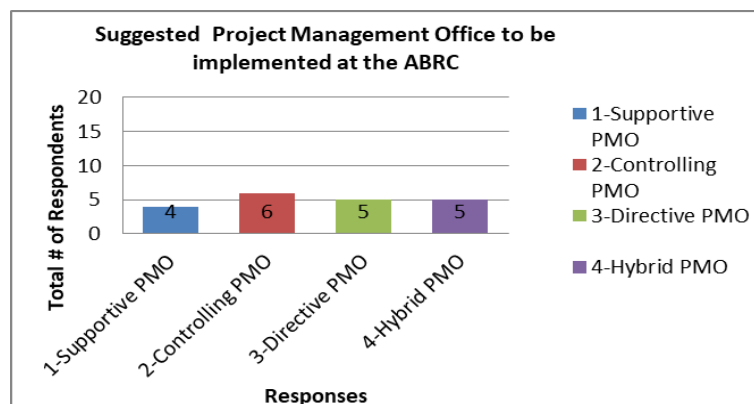
- Supportive PMO

- Controlling PMO
- Directive PMO

The analysis of the types of PMO's suited for the organisation is reliant on the organisations' rationale beyond the need to implement a PMO. The overall objectives of the organisation and the function of the PMO and the impact it will have on the current structure of the organisation.

It is important to note that there is a direct correlation between the type of PMO to be chosen, the results of the survey and the weaknesses identified from the project management maturity assessment. The results from these two surveys will contribute to the decision of which PMO to implement.

In the initial survey conducted a question regarding the type of PMO that should be implemented was presented. The results of the question showed that out of the 20 persons surveyed six persons (30%) indicated that a Controlling PMO would be the best fit. There were five persons (25% & 25%) split between Directive and a Hybrid PMO and four persons (20%) opted for a Supportive PMO. Figure 16 below provides a graphical representation of the results of the initial survey that was conducted among the staff, volunteer and external support team at the ABRC.



**Figure 18 Graphical Representation of Survey Question #22**

**(Source: Data from survey applied to personnel from ABRC.)**

The results of the project management maturity self-assessment indicated that within the NS there are repeatable process standard approaches in some areas. However, there is no consistency of approach used in the organisation. This definition suggests that the organisation needs to instill some form of structure, to ensure that all process and procedures are adhered to. The limited staff at the NS has restricted the scope of work of most staff, as most go between daily operational activities and related activities. Even though projects are executed effectively, the level of attention paid to them is seldom done, as such; specific procedures are not always adequately followed.

The implementation of a Supportive PMO would be beneficial to the organisation at this point as the organisation still needs to strengthen the current framework. This PMO is primarily one that provides on-demand expertise to the organisation using its templates, access to information, best practices, and sharing of data collected from other projects. This type of PMO is quite suitable for organisations or companies where projects are already successful, yet not a system that has firm control, and there is a need for additional control. The degree of control with this type of PMO is low. (Reiling, J. 2014).

While the Directive PMO would be ideal, the organisation is too small, and is not in a position to fully implement this kind of office. This PMO essentially “takes over” the project by providing project management experience and resources to manage the projects. As the organisations undertake projects, the PMO assigns a professional Project manager for each of the projects, creating a consistency of reporting from each project manager back to the Directive PMO. By this means, a higher level of professionalism is implemented with each project. This type of PMO is more useful for large organisations that run various projects concurrently. (Reiling, J. 2014).

The last type of PMO is the Controlling PMO, which provides support and compliance through various means. This PMO has a moderate degree of control



and ensures conformance to governance (Reiling, J. 2014). The description of the primary goals of the PMO is precisely in line with the needs of the NS as stipulated in the results of the various surveys.

#### **4.4 Roadmap for the Implementation of a Suitable PMO Structure at Antigua and Barbuda in 2018**

The development of the roadmap is an essential step as it helps organisations plot out the steps required to achieve the overall project outcome. A roadmap is a tool designed to provide high-level insights, in a timely fashion (Currie, M.2014).

To ensure that no key activities were overlooked or the process did not become overly complicated, the plan was designed based on the results of the maturity assessment. Another overarching point that was taken into consideration during the design was that the layout should be realistic in its approach and timescales. Based on research, it was noted that many times these processes become cumbersome and overwhelming because persons try to implement too many things at once.

Now that we know what type of PMO should be implemented and what is expected of it, it is now time to lay out the steps necessary to arrive at the end-vision: a functioning PMO at the ABRC.

##### **4.4.1 Phase 1**

###### **Step 1- Project Initiation and Planning**

These two steps are the first and second processes groups of the project management lifecycle. This process group includes the necessary groundwork, necessary to create the project and define the guidelines and criteria under which it will operate. The Planning Process is the key to successful project management and focuses on developing a roadmap that everyone will follow. This phase typically begins with setting up of goals and the defining and refining of objectives. The outcome of this step is the creation of the project plan and schedule.

## **Step 2- Assess Current Environment**

The process in which the project manager gathers information that will assess the current state of the organisation. The information collected will be used as a marker to show where the organisation currently is with regards to things such as resources (human and financial) maturity levels and capacities.

The assessment reviews the current structure to see where there are strength and weakness. It reviews things such the governance structure which is the framework used for governing a project and attempts to find out if there is an issue with the current structure.

It also reviews the escalation process to determine what mechanisms are in place for the escalation of issues if they do arise and the ease of the process.

The outcome of this task is the development of a SWOT Analysis, which seeks to examine the areas where the organisation has strengths and weakness and areas where there might be threats to the operation and areas where they may be able to find opportunities that will help to develop.

## **Step 3- Establish Vision & Mission**

This task will provide information to stakeholders as to what this PMO hopes to achieve. It also describes the type of PMO, what the PMO does, how it is done, and for whom.

The primary outcome of this task is a consensus, with the type of PMO and the vision and mission statements.

## **Step 4- Establish Goals & Objectives**

This task will provide the stakeholders with a description of where the organisation is going and how it plans to get there. It will also measure the progress that is needed to get to the destination.

### Step 5- Develop Business Case and Project Charter

The last and final task in this phase is the development of the business case. This document defines the core business benefit of a project in order to justify the expenditure of the initiative, also, to provide details on how the project will align the NS strategic goals. The business case also explains the reason for project identification and selection against other projects in the organisation. The Project Charter is a formal document that authorises the project team to execute project activities and provides the project manager with the ability to apply organisational resources to project activities. The information from the business case feeds into the project charter.

**Chart 12. PMO Implementation Template Phase 2 (Source: Author-Adapted from PMMajik)**

Phase	Step	Task	Detail	Outcomes
One	1	Project Planning and Initiation		Project Plan and Schedule
	2	Assess Current Environment	Determine ABRC available resources (Staff, Skill set, funding, Project Tools)  Organizational Readiness (Culture, Organizational Support)  Governance and Escalation Mode	Strengths, Weaknesses, Opportunities, Threats, Analysis

	3	Establish Vision & Mission	Determine the PMO mandates, develop PMO policy & direction  Create critical success factors  Determine suitable PMO models	Consensus, PMO vision & mission
	4	Establish Goals & Objectives		PMO goals & objectives
	5	Develop Business Case and Project Charter	High level PMO requirements implementation strategies & schedule stakeholder identification cost estimates identification of project scope, risk and assumptions	Business case document project charter

#### 4.4.2 Phase 2:

This phase of the roadmap seeks to expound upon the information obtained in phase one. It is in this phase where the organisation is defined, the initial processes and procedures established, the metrics defined and training needs to be developed. Each activity contributes to the ongoing improvement measures process. Each step provides details as to what needs to be done to arrive at the desired outcomes, which would allow the project to move on to the next phase.

### **Step One: Organisational Structure and Staffing Requirements**

The organisational structure refers to the way a company or organisation is set up. It is defined by using a hierarchy chart that shows how groups report within the organisation. One needs to be cognizant that depending on the type of PMO to be implemented the chain of command may differ, in addition to the roles and responsibilities.

The staffing of the PMO is dependent on the type of PMO to be implemented and functions expected to be carried out. Once that has been decided upon the recruiting of the necessary staff should be done.

To ensure sustainability, a PMO Lifecycle Framework needs to be identified. A useful framework describes the typical phases of the project management lifecycle and provides the templates, processes, checklists, tools and techniques that are used in each project phase.

The outcome of this is the development of PMO Organisational Structure and Staffing Requirements.

### **Step Two: Facilitate Supporting Governance & Escalation Structure**

This task looks at developing the measures required to fill any noted gaps with the governance and escalation structures. This is to ensure that the process escalated to higher authorities, is not complicated and the chain of command in the governance structure is clear-cut.

The general outcome of this would be the development of an updated governance & escalations structure.

### **Step Three: Define Project Management Methodology Framework**

The primary role of the PMO is to define and maintain process standards by providing a framework to establish standard performance measures based on organisational goals and objectives and providing tools and procedures to achieve this.

In order to achieve the project manager needs to determine the combination of rationally related practices, methods and processes would be best suited to plan, develop, control and deliver a project throughout the continuous implementation process until completion.

The outcome of this process would be the development of a Project Management Methodology Framework to be implemented.

### **Step Four: Establish Goals & Objectives**

This task was explained in phase one, as an activity that will provide the stakeholders with a description of where the organisation is going and how it plans to get there. It will also measure the progress that is needed to get to the destination.

In this phase, the activity is expounded upon so that stakeholder will understand the steps required to achieve the goals and objectives.

### **Step Five: Establish Review Process & Performance indicators**

This activity will put steps in place for the development of a review process that will assess the growth of the system over a period.

The development of the performance indicators will be done, so that the PMO has a way to measure project results or benefits and establish what value was delivered. The goal of a performance indicator is to improve project management processes and improve PM ability to deliver value to the organisation.

The outcome will be the creation of the PMO Review process and PMO KPI that will be used to gauge the level of improvement.

### Step Six: Develop Training Requirements

One result of the assessment that was conducted in phase one would have been an indication of the level of training required by the project management staff, to increase the level of awareness of generally accepted principles, processes, and techniques. The activity will develop a training programme to address challenges highlighted in the assessment and to bring their knowledge more in line to current industrial standards.

The overall goal of this training program would be to provide an awareness of approaches to project planning and key processes such as scope management, issue resolution, project communication, and status reporting.

**Chart 14. PMO Implementation Template Phase 2 (Source: Author-Adapted from PMMajik)**

Phase	Step	Task	Detail	Outcomes
Two	1	Define Organizational Structure and Staffing Requirements	Roles & responsibilities  Identify PMO lifecycle framework  Identify PMO process domains	Organizational structure & staffing requirements
	2	Facilitate Supporting Governance & Escalation Structure	Integrate PMO with current governance processes  Facilitate buy-in consensus	Updated governance & escalations structure
	3	Define Project	Define PMO	Project



Phase	Step	Task	Detail	Outcomes
		Management Methodology Framework	lifecycle	management methodology framework
	4	Establish Goals & Objectives		PMO processes & supporting documentation
	5	Establish Review Process & Performance indicators	Feedback Set up of KPI'S	PMO review PMO KPI
	6	Develop Training Requirements	Project Management Training or Certification  Coaching or Mentoring Skills Development  Sourcing & Relationship Management Skills	Training requirements

#### 4.4.3. Phase 3:

This third and last phase of this roadmap is the deployment of the PMO. It is at this point that stakeholders will get to experience the final product.

##### **Step One: Develop a Deployment Plan**

This task documents how and when the PMO will be rolled out. In order to ensure that the process does not have any problems a review of the resources required to

implement this rollout will be determined, in addition to a schedule and budget which will provide the timelines and the costings. The outcome of this activity would be the development of a PMO Deployment Plan

### **Step Two: Deploy PMO**

Now that all the groundwork is completed it is now time to test the model. This task is actual roll out of the PMO.

While it is not the end game as this process will have to undergo a semi-annual review. Another outcome of this task will be the assessment of the current programs at the organization.

**Chart 15 PMO Implementation Template Phase 3 (Source: Author-Adapted from PMMajik)**

<b>Phase</b>	<b>Step</b>	<b>Task</b>	<b>Detail</b>	<b>Outcomes</b>
Three	1	Develop a Deployment Plan	Develop schedule Determine resources Define costs	PMO deployment plan
	2	Deploy PMO	Implement PM methodology Commission PMO staff Pilot PMO	Program assessments Semi-Annual PMO review

#### **4.5 Development of a Data Management System**

A data storage and backup system is a system that should be a staple in any organisation that handles projects on a regular basis. This system stores essential information such as project cost, challenges faced project summary and other details pertinent details about projects previously executed or project currently being worked developed.(T.John,personal communication, September 10,2018)

When the management team and staff were questioned about the system used to store and back up project data, the teams explained that information is stored manually in hard files primarily, however, the project manager would store an electronic copy of all documents used on their device. The management team further explained that previous management never revamped the system and was contented with using hard files to store data, however, over the years, several problems emerged with this type of system.

The current manager indicated that with the upgrading of the organisational procedures, a review of the project files was done and it was noted that not all the project data is filed or the wrong information is placed on the wrong files. The manager also indicated that no proper security system was put in place so that documents could be appropriately stored. As of a result, files were misplaced, stolen or were left to be susceptible by the environment (wet by rain or gnawed upon by rodents). (A.Jarvis,personal communication, September ,2018)

The manager further explained that upon taking over the post, it was highlighted that the organisation intended to explore the possibility of having a central electronic database to house data developed; but when looked upon closer it was discovered that the organization lacked the required storage hardware and software to do such. Steps to rectifying the problem commenced in 2017 when the

organisation purchased a server and several new computer systems. The main issue at hand now was the development of a system to store and retrieve project data.

Upon reviewal of the project files and speaking to staff, it is proposed that the information below are some key points that should be used during the designing of the database.

- Project Name
- Funding Agency
- Project Cost
- Project Summary
- Project Manager/Team
- Timeframe
- Start Date & completion date
- Supporting Documentation (contracts, budgets, procurement guidelines, templates etc.)

The discussions with the teams highlighted several important points that should be considered during the design of the database. The team indicated that the database should be:

- Manageable - designed in such a way that as the organisation continues to grow so too does the database without having to revamp the whole thing.
- User- Friendly
- Easily accessible - data stored should be easy to access and sharing of documents made easy with partners or other staff who do not have direct access.

## 5. CONCLUSIONS

The overall goal of this FGP was to develop for the development of a PMO at the ABRC; however, in order to attain the goal, several deliverables had to be executed before arriving at the final goal. One of the main deliverables was the execution of a project management maturity assessment designed after the P3M3 maturity. The maturity assessment aimed to determine the strengths, weakness and opportunities; as well as the needs of Antigua and Barbuda Red Cross, in addition to guiding the selection of suitable PMO for NS.

Based on results acquired from the maturity assessment, it was concluded that:

1. There are significant gaps in communication at the NS. The initial survey, which was conducted amongst volunteers, staff and the external support team, revealed that when it comes to sharing of information regarding projects it is not done uniformly. The survey also revealed that the NS also lacks conformity, when it comes to project execution and collection and use of data in problem-solving. The results of the survey can be seen in Appendix 5.
2. The Focus group survey with staff revealed that many of the staff is not comfortable using the current PM framework as it was found to be complicated and time-consuming.
3. Based on the project management maturity assessment, the ABRC has some relatively clear process areas such as Financial Management and Organizational Governance. These areas need to be continuously monitored, and any areas of concern addressed, to ensure continued growth and development.
4. The maturity assessment also revealed that in most areas tested for maturity, the NS scored a two (2). This indicates that it has a repeatable

process with a standard approach; however, it lacks the consistency of approach, as departments tend to use other things. The maturity assessment also should that the inconsistencies hindering the advancement of the organization and if the NS hopes to aspire to the next maturity level they must be addressed.

5. Based on the results of the analysis it confirmed that a PMO is required at the ABRC. The decision on the type to PMO to be implemented was chosen based on the results of both the initial survey and the self-assessment. The results indicated that a Controlled PMO would be the most suitable fit for the ABRC, based on the fact that the NS already has a moderate degree of control in projects. However, the consistency checks must be done to see whether or not the processes, tools, and standards are being applied.
  
6. The roles and responsibilities of the assigned PMO were developed by the type and scope of the chosen PMO. It also seeks to address the areas of concern that were highlighted in the survey conducted.  
It is human nature to fear the unknown, as this is a new venture for most persons; it is likely that some form of scepticism and resentment may be received. It is in the best interest of the NS that stakeholder consultations are held to ensure buy-in from the staff and management.
  
7. It is important that staff be involved in the development of the implementation plan so that persons can contribute to the different stages of the plan, (e.g. determining the priorities areas for target by the PMO in the immediate and long-term) as these persons will be the ones who will have to work in the process and methodology.
  
8. In relation to the methodology, templates and tools it was concluded that a methodology should be customized to suit the selected PMO. Based on the assessment that indicated that the ABRC has some trained personnel in the

area of project management, it was decided that a resource person IFRC should be brought in to work along with the team as the methodology, templates and tools are to be reviewed and upgraded accordingly. This will allow the staff to feel a sense of inclusion as they will be directly involved in the development of the methodology and processes that will guide the future of project management in the NS.

## 6. RECOMMENDATIONS

The primary consideration behind the development of this FGP was to help the ABRC improve the on the way projects were being executed. While the NS has been successful over the years with the execution of projects, there were still areas that needed to be developed and improved. The research and the assessment conducted highlighted legitimate concerns, which should be addressed if the NS is to achieve its overall objective. Based on the research and assessment conducted on the status of the Antigua and Barbuda Red Cross maturity and the potential for growth, the following are recommended:

1. It is recommended that ABRC seek to finalise the current organisational strategy, so that project selection be guided by what is stipulated in the strategy. It is also recommended that the ABRC, re-evaluate its current framework and moves to standardise and customize the processes and procedures in the organisation in keeping with global standards. In addition to standardising its processes and procedures, the NS was recommended to conduct a project management maturity assessment at least every two (2) years, to update the status of NS and to continue evaluating the project management strengths and needs. The PMO shall be responsible for this assessment.
2. The average maturity of project management processes in the ABRC is two (2). This means the maturity is Level 2 – repeated process. It is recommended that the ABRC concentrate on progressing to level 3 – a defined process using a consistent set of standards for all projects across the organisations, with clear process ownership. It is also recommended that the ABRC focus on improving all the process areas based on the assessment. However, particular attention should be paid to the area of benefits management as it highlighted to be a relatively immature process area. It is recommended that the results of the assessment be shared.



In order to streamline the roles and responsibilities of the PMO, and to establish clarity of responsibilities and their relevance to the particular projects, a project review board must be set up. It will be charged with the task of reviewing the existing projects and potential proposal ideas to determine if the project is still in keeping with the overall objectives of the organisation.

3. It is recommended that the allotted timeframe be revised so to allow proper implementation of the plan.
4. It is recommended that stakeholder consultations be held to provide input to introduce the potential implementation plan of the PMO; the project manager through various consultations, and group meetings should introduce them early enough to all stakeholders. This would facilitate the smooth transition to the successful implementation of the PMO. The Project Manager and Management should carry out the process.
5. It is highly recommended that ABRC utilizes its vast network and acquire the assistance of a specialist from the IFRC, who will assist with the development of the PMO methodology, templates and tool tailored to the ABRC. It is recommended that stakeholder consultations be held with all stakeholders, the person who will be directly working with PMO is involved in the process from the start. The process should be carried out by the Management.

It is highly recommended that the ABRC invest in the development and maintains an online data management system, which will be used to store all pertinent information about the PMO. This should be carried out by the Project manager and Management.

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- **APPENDICES**

## Appendix 1: FGP Charter

<b>PROJECT CHARTER</b> <b>Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well-defined project boundaries.</b>	
Date	Project Name:
June 26, 2017	Development of a Project Management Office for the Antigua and Barbuda Red Cross
Knowledge Areas / Processes	Application Area (Sector / Activity)
Project Integration Management Project Scope Management Project Time Management Project Cost Management Project Quality Management Project Human Resource Management Project Communications Management Project Risk Management Project Procurement Management Project Stakeholder Management Process groups Initiating Process, Planning Process Executing Process, Controlling Process	Project Mangement
Start date	Finish date
June 26, 2018	December 15, 2018
Project Objectives (general and specific)	
General objective: To develop a proposal for the establishment of a Project Management Office for the Antigua and Barbuda Red Cross.	
Specific objectives: 1. To appraise the current framework utilized to execute projects within the Antigua and Barbuda Red Cross. 2. Devise a suitable Project Management Office framework to be implemented at the Antigua and Barbuda Red Cross. 3. Define the scope, function, roles and responsibilities and strategic position of the	

Project Management Office.

### **Project purpose or justification (merit and expected results)**

The Antigua and Barbuda Red Cross do not have a standard framework to be used as a guide when executing projects. The proposals and plans are usually devised by the individual who will be executing the project. There is no standard structure for persons to follow, proposals structures vary based on the donor agency format. Many time because the persons who are executing the projects are not trained in project management, the following problems are encountered:

- Projects finish later than planned or over budget.
- The rate of execution is slow and specific processes taken for granted.
- The scope of projects continually changes during its lifecycle.
- Poor interdepartmental coordination
- Projects are usually based on donor priorities and not necessarily that of the Red Cross.

The organization has the mandate to follow and in order to ensure that it is meet there is a continuous need for development and in order for the organization to successful, sustainable and relevant certain procedures must be standardized(keeping in line with our strategic goals) and eliminating some of the problems encountered.

As the organization continues to grow, the size of, type of projects and complexity of projects undertaken also changes. This project will assist the Red Cross to standardize the processes used within the organization, by having a common project management methodology that will allow everyone in National Society to speak the same language and follow consistent processes.

### **Description of Product or Service to be generated by the Project – Final Project deliverables**

The end result of this venture is the generation of a Project Management Office plan to be implemented for the Antigua and Barbuda Red Cross. This document will provide background information and evaluate the current state of affairs as it related to project management procedures. It will also provide information on the various types of project management offices and suggest a suitable framework.

The document will define the scope, function, roles and responsibilities and strategic position of the Project Management Office. Ultimately, it will provide an implementation plan for the development and commissioning of a project management office at the Antigua and Barbuda Red Cross.

### **Assumptions**

It is assumed that there will be adequate time assigned to conduct research.

It is assumed that an adequate scope was developed.

It is assumed that access will be granted collect necessary information.


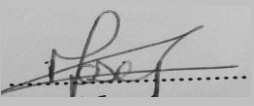
### **Constraints**

The personnel are unwilling to implement changes.

Limited personnel with project management knowledge and training.

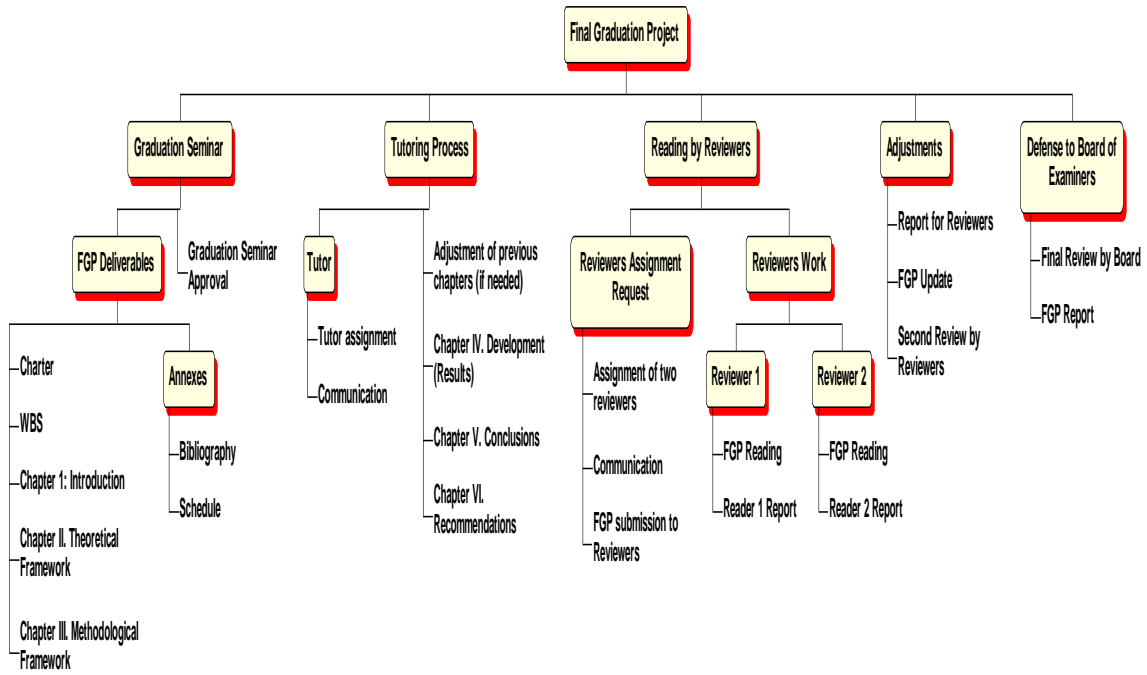
The estimated time frame is insufficient to cover the scope of work.

Insufficient information on the previous projects undertaken.

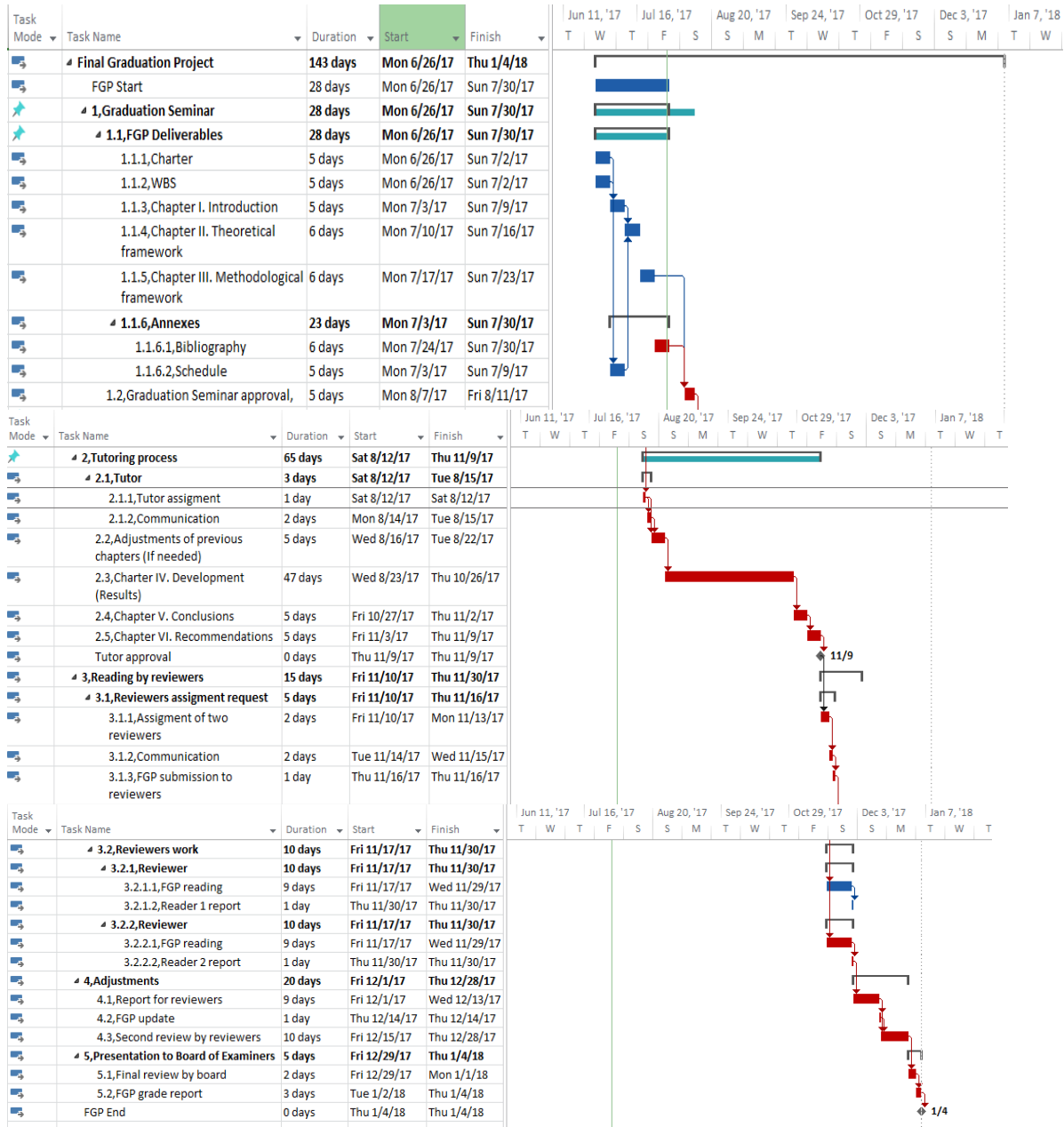
<b>Preliminary risks</b>		
<p>Financial Risk – insufficient funds budgeted for the project.            The organization is unwilling to divulge necessary preliminary information.            The proposal is not conceptualised adequately as such will affect the quality of work.            Natural Disaster may affect the country disrupting access to the internet.</p>		
<b>Budget</b>		
\$3500 USD		
<b>Milestones and dates</b>		
Milestone	Start date	End date
Graduation Seminar	June 26, 2017	July 30, 2017
Tutoring Process	August 12, 2017	November 11, 2017
Reading by Reviewers	November 10, 2017	November 30, 2017
Adjustments	December 1, 2017	December 28, 2017
Defence to the Board of Examiners	December 11, 2017	January 4, 2018
<b>Relevant historical information</b>		
<p>The Antigua and Barbuda Red Cross is a quasi-non-profit humanitarian organization. The organization charges just enough so that they can cover some operational cost and some programmatic areas in order to stay operational. Over the last several years, the organization has been fortunate enough to gain access to several grants, which has allowed them to fund other programmatic areas, as a result of this there has been an increase in the number of projects being undertaken yearly. However, the area of project management is somewhat ad hoc and needs to be standardized and capacity built.</p>		
<b>Stakeholders</b>		
<p>Direct stakeholders: Staff and members of the Antigua and Barbuda Red Cross            Indirect stakeholders: Population of Antigua and Barbuda            Other partner organizations            International Federation of Red Cross and Red Crescent Societies            Donor Agencies :</p>		
<b>Project Manager:</b> Tracelyn John	<b>Signature:</b> 	
<b>Authorized by:</b> Michael Joseph	<b>Signature:</b> 	



Appendix 2: FGP WBS

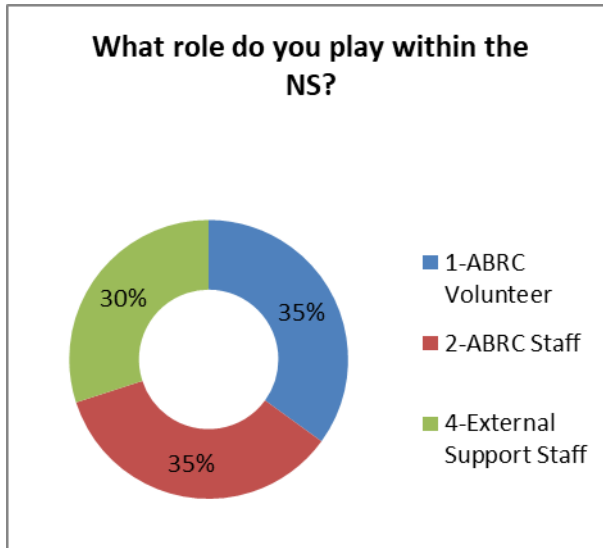


### Appendix 3: FGP Schedule

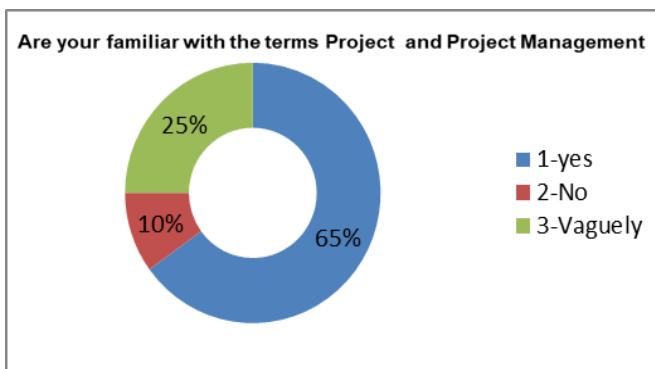


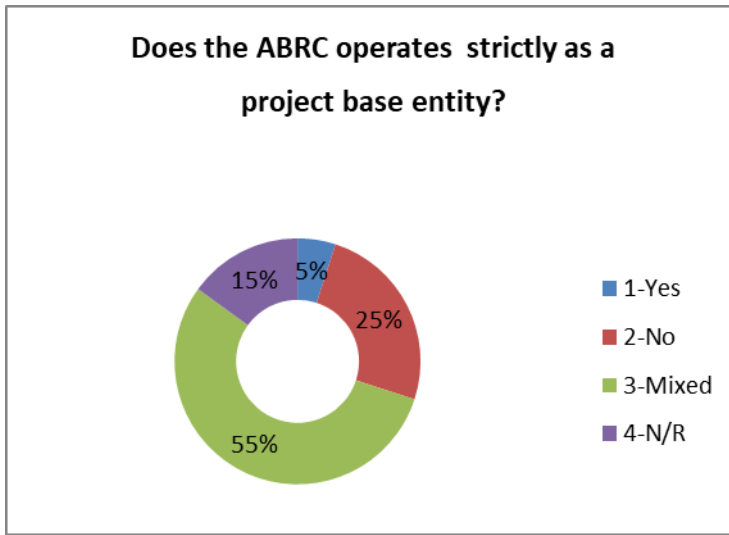
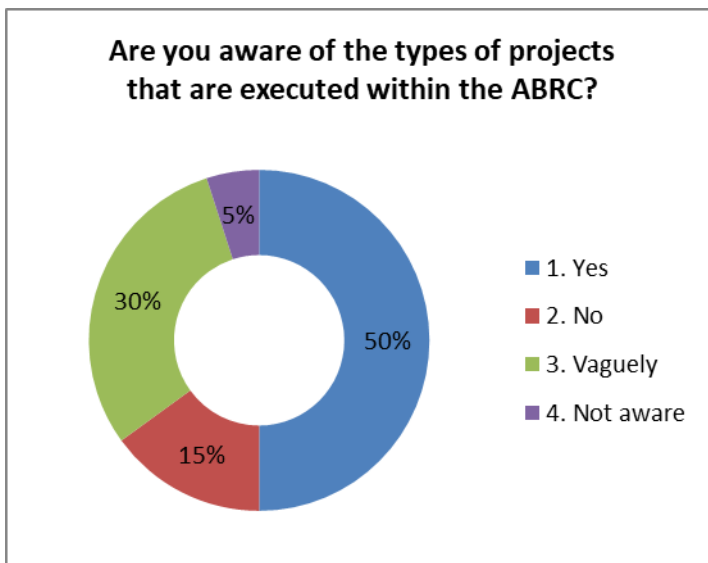
## Appendix 4: Graphical Presentation of Survey Results

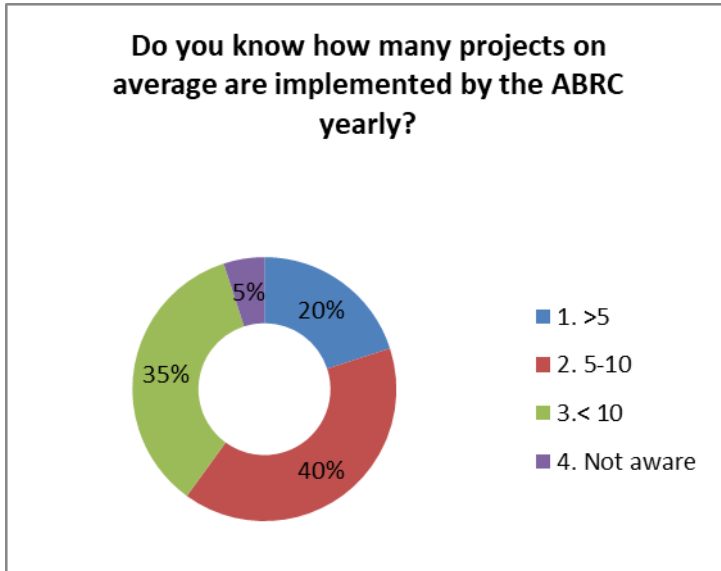
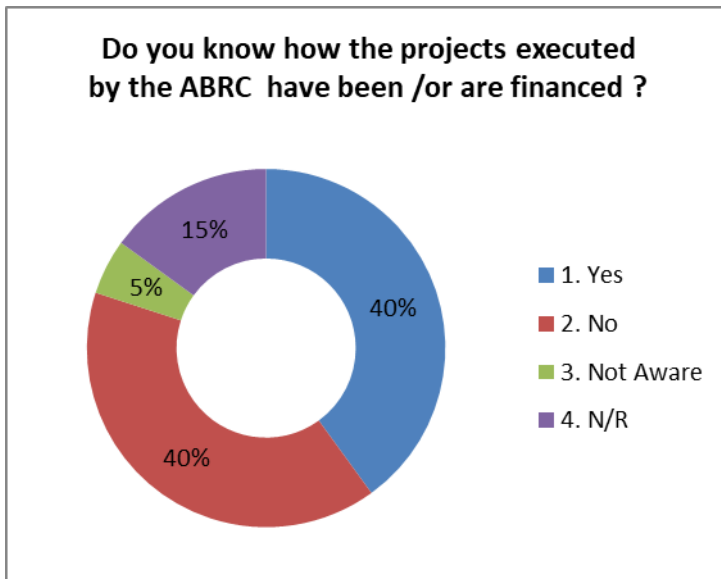
### Question #1

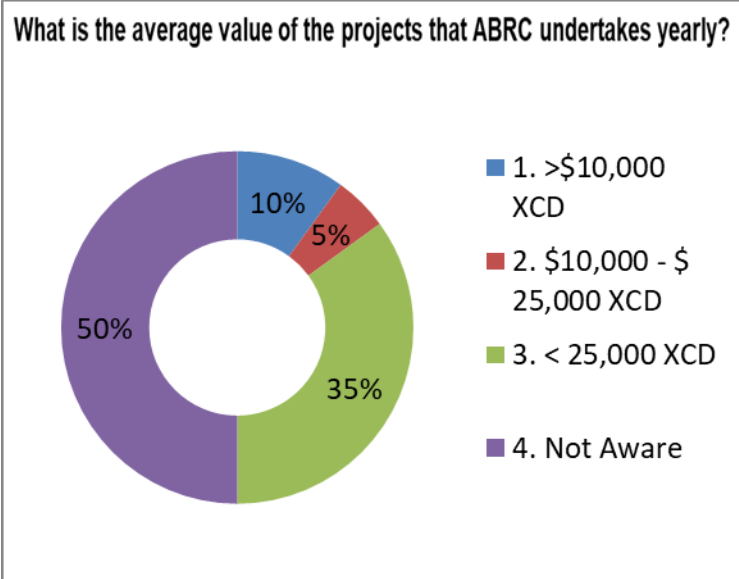
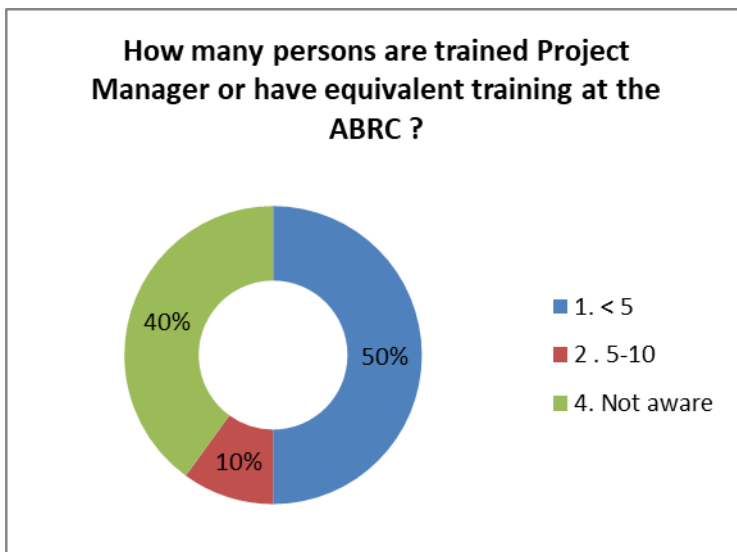


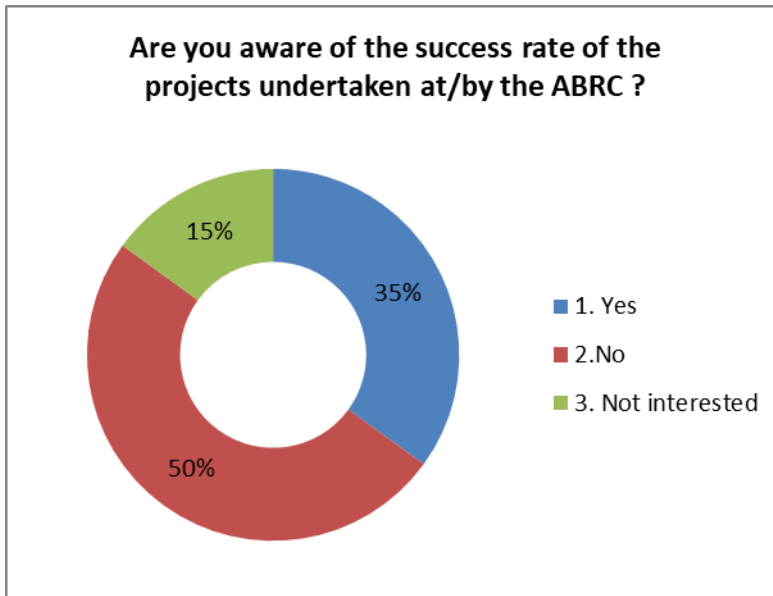
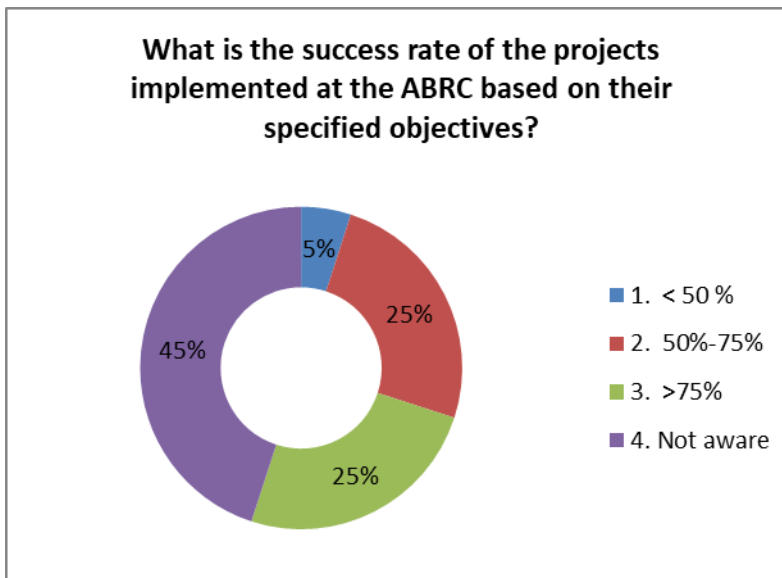
### Question #2

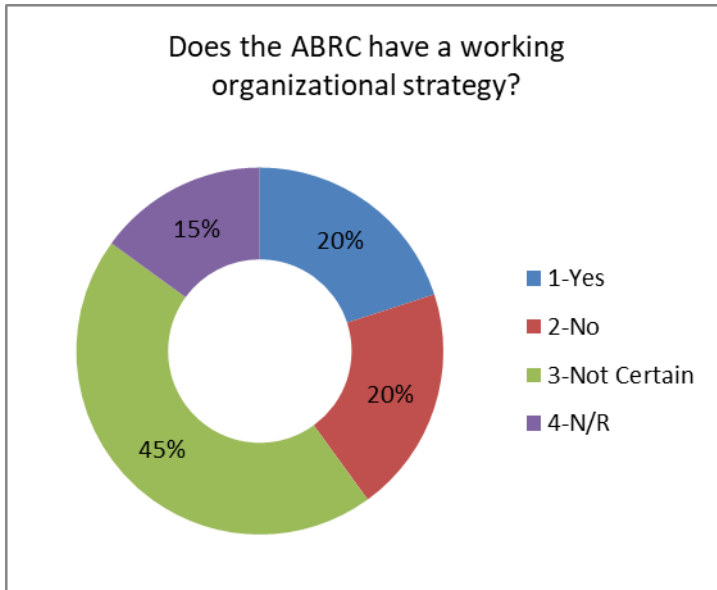
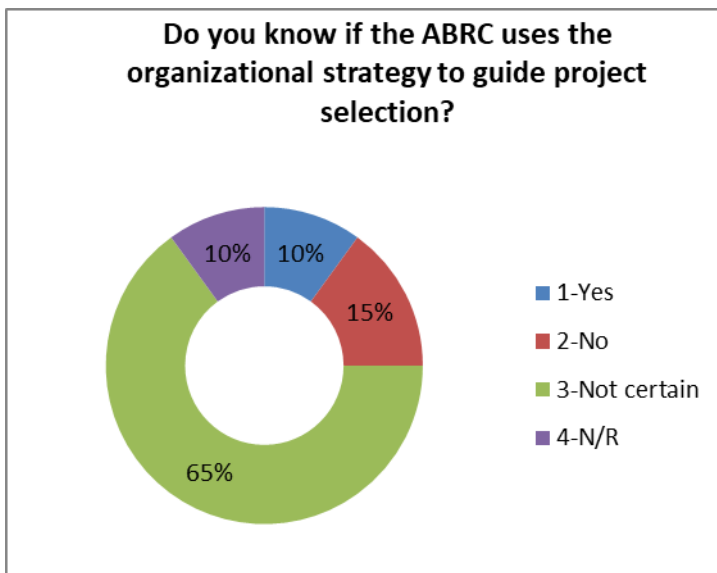


**Question# 3****Question # 4**

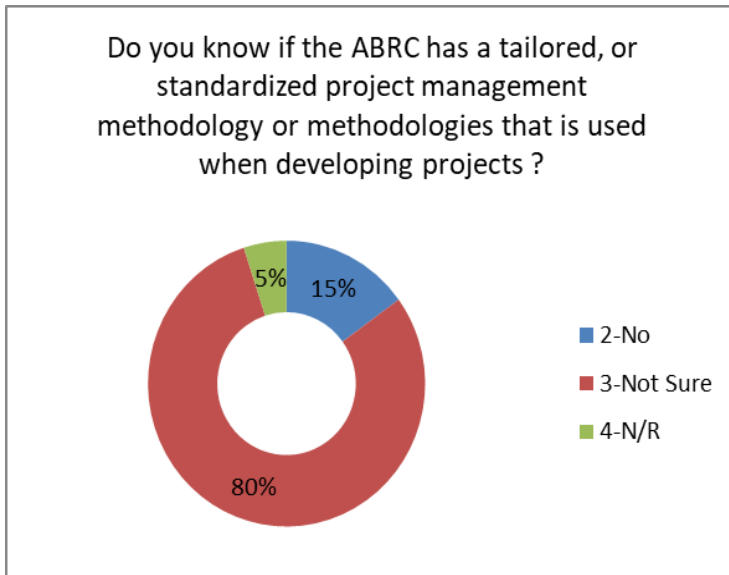
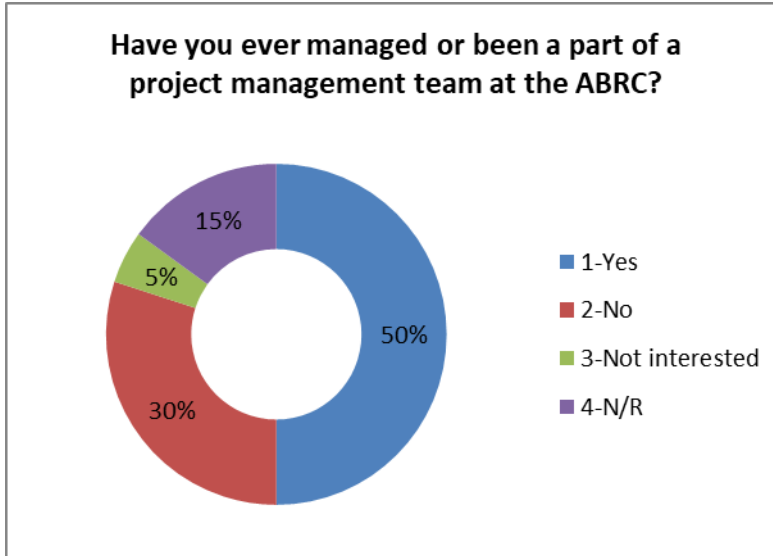
**Question # 5****Question # 6**

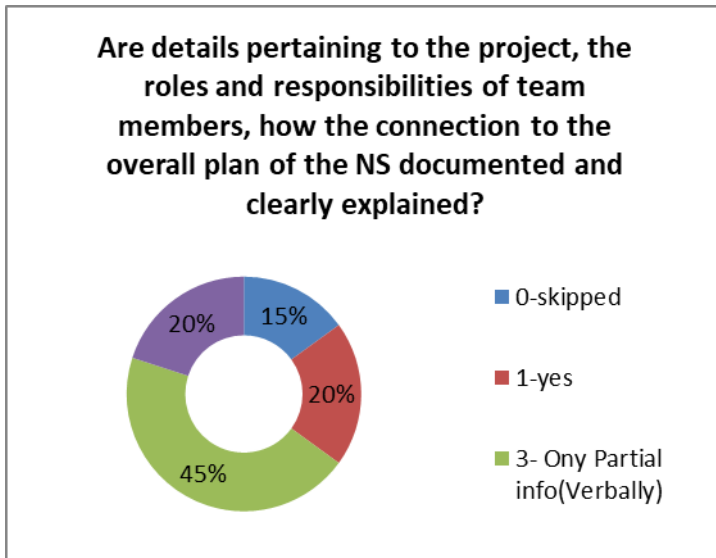
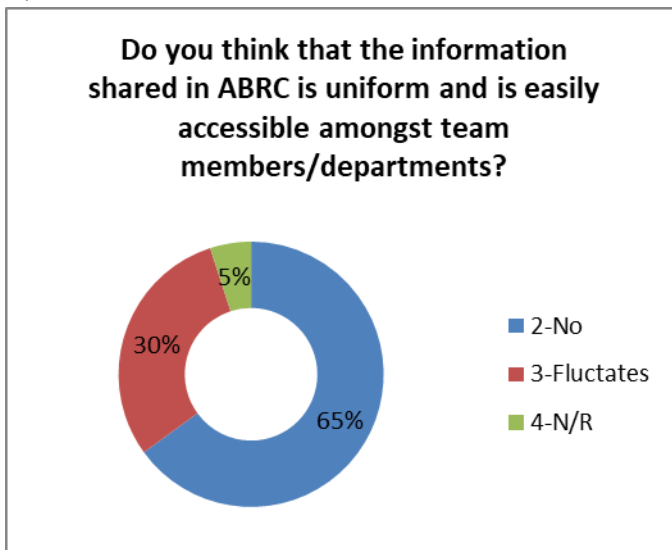
**Question # 7****Question # 8**

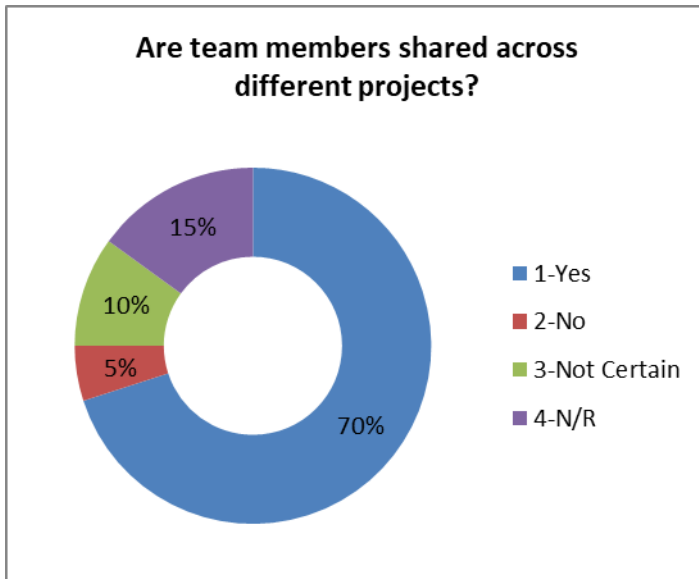
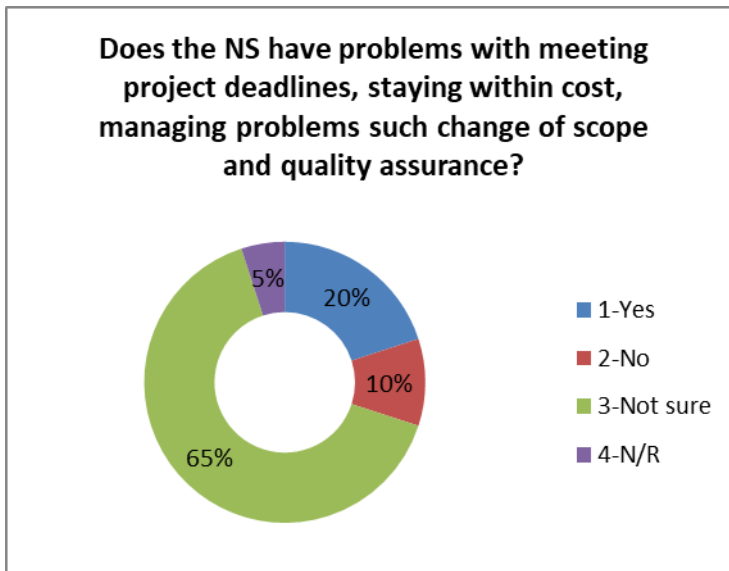
**Question # 9****Question # 10**

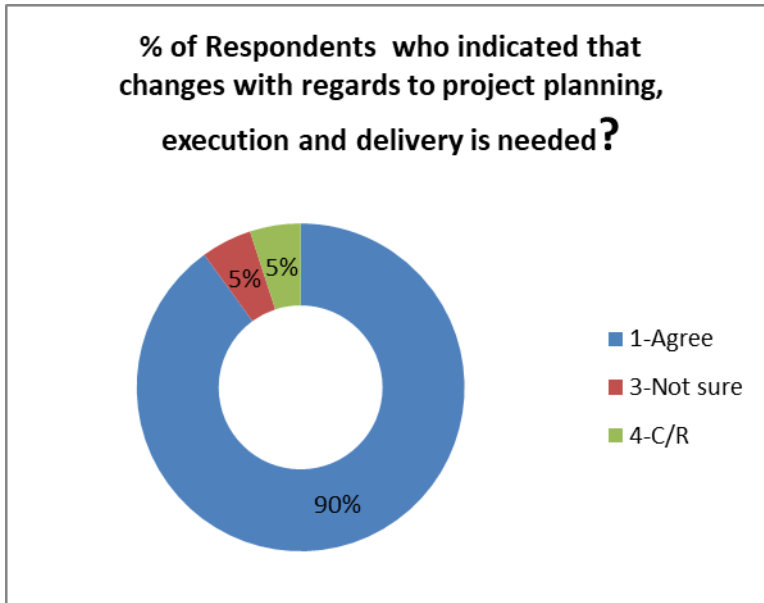
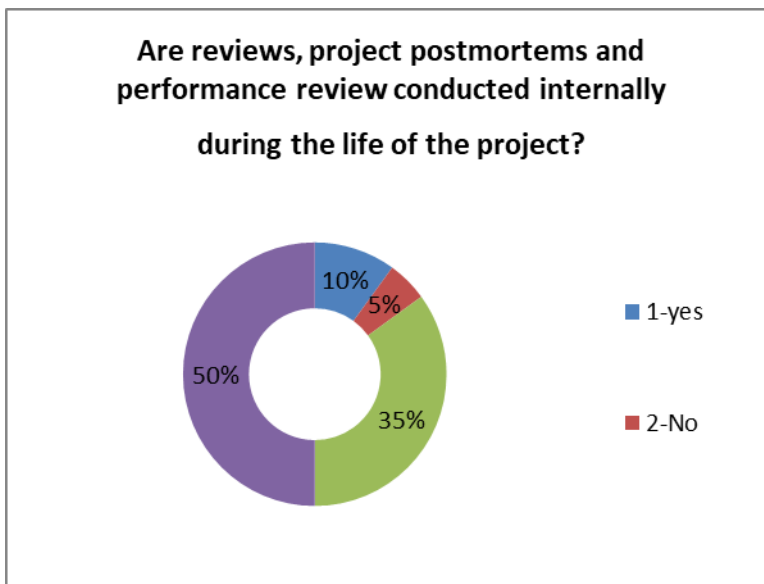
**Question # 11****Question # 12**

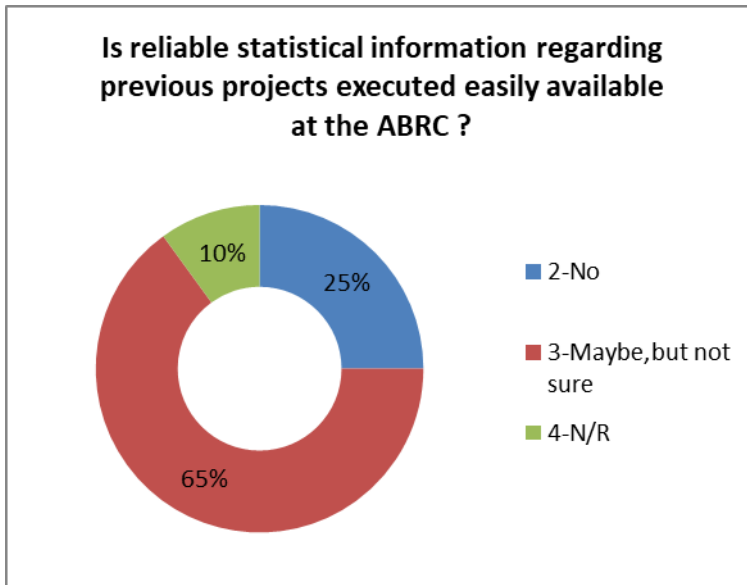
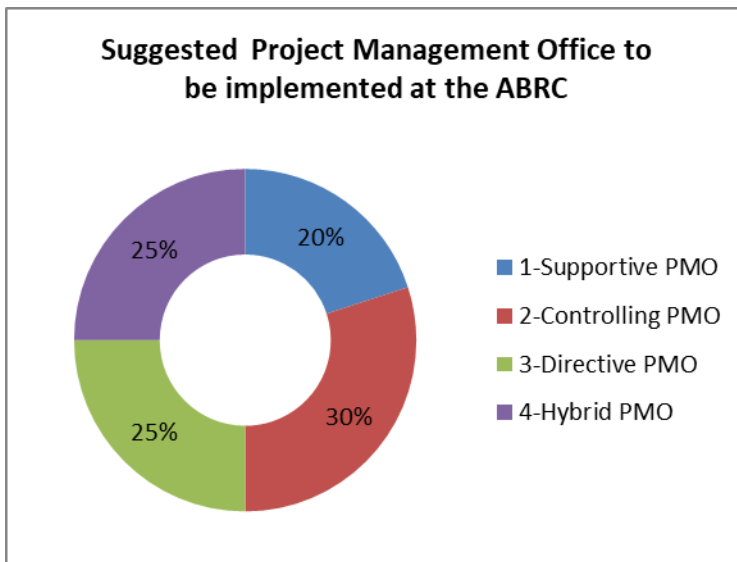


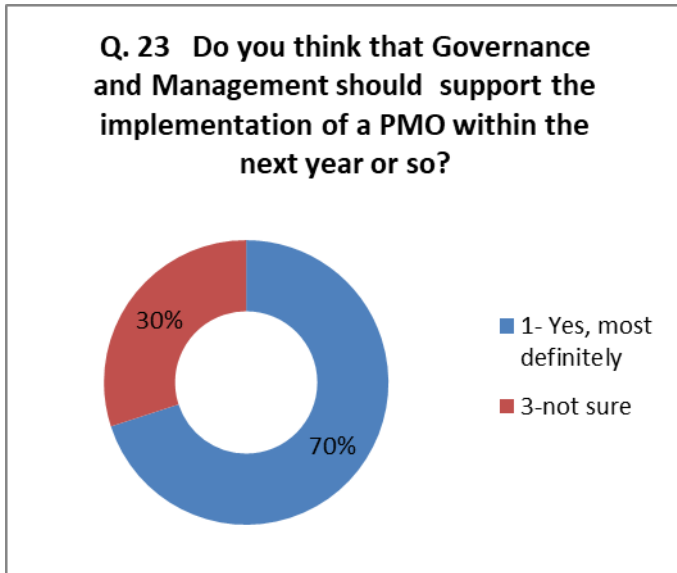
**Question # 13****Question # 14**

**Question # 15****Question # 16**

**Question # 17****Question # 18**

**Question # 19****Question # 20**

**Question # 21****Question # 22**

**Question # 23****6. ANNEX Sample Questionnaire**

My name is Tracelyn John and I am a graduate student of the University of International Cooperation in San Jose Costa Rica. For my final project, I am developing a Project Management Office Framework to be implemented at the Antigua and Barbuda Red Cross.

As a part of my study, I am conducting a survey, which will aid me in analysing the current organisational structure of ABRC, the skillset of persons and project management maturity of the Antigua and Barbuda Red Cross in hopes of standardising processes used to manage projects.

I am inviting you to participate in this research study by completing the attached survey. If you choose to participate in this project, please answer all questions as honestly as possible. There is no compensation for responding, nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name.

1. What role do you play within the organisation?
  - a) I am a volunteer
  - b) I am a staff
  - c) I just offer assistance from time to time
  - d) External support
  
2. Are you familiar with the terms Project and Project Management?
  - a) Yes
  - b) No
  - c) Vaguely
  - d) Cannot respond
  
3. Would you say that the ABRC operates strictly as a project base entity?
  - a) Yes
  - b) No
  - c) Neither a or b, organization is mixed
  - d) Cannot respond, not aware
  
4. Are you aware of the types of projects that are executed within the ABRC?
  - a) Yes
  - b) No
  - c) Vaguely
  - d) Cannot respond/Not aware
  
5. Do you know how many projects on average are implemented by the ABRC yearly?
  - a) Less than 5
  - b) 5-10
  - c) More than 10
  - d) Cannot respond
  
6. Do you know how the projects executed by the ABRC have been /or are financed?
  - a) Yes
  - b) No
  - c) Not aware
  - d) Cannot respond
  
7. What is the average value of the projects that ABRC undertakes yearly?
  - a) >10,000 XCD
  - b) \$10,000-25,000 XCD

- c) <25,000 XCD
- d) Not aware

8. Do you know how many persons are trained Project Manager or have equivalent training at the ABRC?

- a) Less than 5
- b) 5-10
- c) None
- d) Not aware

9. Are you aware of the success rate of the projects undertaken at/by the ABRC?

- a) Yes
- b) No
- c) Not interested

10. What is the success rate of the projects implemented at the ABRC based on their specified objectives?

- a) Less than 50% of our projects are delivered successfully
- b) Between 50% and 75% of our projects are delivered successfully
- c) More than 75% of our projects are delivered successfully
- d) Cannot respond not aware

11. Does the ABRC have a working organizational strategy?

- a) Yes
- b) No
- c) Not Certain
- d) Cannot respond

12. Do you know if the ABRC uses the organizational strategy to guide project selection?

- a) Yes
- b) No
- c) Not sure
- d) Cannot respond

13. Do you know if the ABRC has a tailored or standardized project management methodology or methodologies that are used when developing projects?

- a) Yes
- b) No
- c) Not certain
- d) Cannot respond



14. Have you ever managed or been a part of a project management team at the ABRC?

- a) Yes
- b) No
- c) Was never interested/never asked to be
- d) Cannot respond

**If you answered no to question 14 skip question 15**

15. Are details pertaining to the project, the roles and responsibilities of team members, how the connection to the overall plan of the NS documented and clearly explained?

- a) Yes, all the necessary information was explained and provided
- b) No, nothing was provided or explained was simply asked to assist
- c) Only partial information was provided verbally
- d) Yes, but only partial non-verbal information was provided

16. Do you think that the information shared in ABRC is uniform and is easily accessible amongst team members/departments?

- a) Yes communication is free flowing
- b) No, there are gaps in communication and not easily accessible
- c) Fluctuates from time to time
- d) Preferred not to respond

17. Are team members shared across different projects?

- a) Yes, limited resources available
- b) No
- c) Not certain
- d) Cannot respond

18. Does the NS have problems with meeting project deadlines, staying within cost, managing problems such change of scope and quality assurance?

- a) Yes
- b) No
- c) Not sure
- d) Prefer not to answer

19. Do you agree that changes with regards to project planning, execution and delivery is needed?

- a) I agree
- b) Disagree
- c) Not sure
- d) Cannot respond

20. Are reviews, project postmortems and performance review conducted internally during the life of the project?

- a) Yes
- b) No
- c) Sometimes
- d) Cannot answer

21. Is reliable statistical information regarding previous projects executed easily available at the ABRC?

- a) Yes
- b) No
- c) Maybe, but not sure
- d) Cannot respond

**Please read the descriptions below and answer the corresponding questions.**

1- Supportive Project Management Office(PMO) -Low control

This type provides support as consultations available upon request. It also provides forms, information, technical support and training to the project team without imposing control on their project or activities.

This type of offices fits institutions that are known for their successful projects and are only in need for some sort of data centre. It is also characterized by its low level of control on projects and teams, in addition to following unified standards in all projects.

2- Controlling Project Management Office (PMO -Moderate control)

This type of office provides a unified framework for the institution, which requires adjustments and modifications on the used methodologies, as well as forms and applications. In addition, it imposes a moderate level of control on projects and their activities. This form is used within institutions that are interested in having some control over their activities, processes and procedures.

3- Directive Project Management Office (PMO -High control)

This type is known for its high control on projects, or even fully managing projects with providing much needed resources and support. The office defines managers to run it directly after contacting for the PMO project. This type also provides high professionalism in managing projects, where every manager has to write periodic reports for the office, which guarantees a high level of consistency in work on projects, level. This type fits big institutions that need technical support in many and various places.

22. Please indicate from the Project Management Office descriptions listed above which do you think would best suits the ABRC?

- a) Supportive
- b) Controlling
- c) Directive
- d) None a Hybrid version should be developed

23. Do you think that Governance and management should support the implementation of a PMO within the next year or so?

- a) Yes, most definitely
- b) No, the current structure works fine
- c) Not sure
- d) Prefer to answer

**Appendix 4: Dictum and proof of Philological corrections.**

*Zahra I Airall*

P.O. Box 1145 \* Lower Fort Rd \* St. John's \* Antigua \* 1.268.779.6634 \* byziaprodcutions@gmail.com

19<sup>th</sup> October, 2018


Academic Advisor  
Global School of Project Management  
Unversidad para la Cooperacion Internacional

Dear Sir/Madame,

My name is Zahra I. Airall and I hold a Bachelor of Arts degree in English and Psychology from Saint Mary's University in Halifax, Nova Scotia, and a post Graduate Diploma in Education from the University of the West Indies. I am currently reading for a Master's in Theatre Education. I hold the position of Master Teacher in the Ministry of Education, and teach English Literature and Theatre Arts at the Antigua Girls' High School in Antigua and Barbuda.

I have been reviewing the Final Graduation Project for Tracelyn John, for both grammatical and structural errors according the APA format. I am confirming that all grammatical and structural errors have been corrected and that the document has been formatted as per the school's stipulated guidelines.

Sincerely,



Zahra I. Airall

# Saint Mary's University



*Does hereby bear witness that,  
Whereas all studies and requirements which pertain to the Degree and  
to the requirements of the University have been fulfilled and completed,*

*Zahra Irenée Airall*

*was admitted this day into the degree of*

*Bachelor of Arts*

*Given at the Convocation of Saint Mary's University,  
Halifax, Nova Scotia.*

*23 May 2003*



*P. A. Clark*  
Elizabeth A. Clark  
Registrar

*J. Colin Dodds*  
J. Colin Dodds  
President

*Esther E. Enns*  
Esther E. Enns  
Dean



Saint Mary's  
University





**THE UNIVERSITY OF THE WEST INDIES**

*Zahra Irene Airall*

having completed the Course of Study approved  
by the University and having satisfied the  
Examiners, has this day been awarded by the  
Senate the

**DIPLOMA  
IN  
EDUCATION (SECONDARY)**

**Distinction in Theory & Practice of Education**

August 30, 2012

DATE

*Leon R. Horn's*

VICE-CHANCELLOR

*C. William Hor*

UNIVERSITY REGISTRAR