

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE ACTS OF KINDNESS FOUNDATION
GRENADA INCORPORATED'S ACTS OF KINDNESS INITIATIVE PROJECT

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DEDICATION

This work is dedicated to my darling daughter Anaiyah Zajsha Williams-La Barrie who is my light, my love, and my catalyst for change.

ACKNOWLEDGMENTS

Gratitude is extended to the Williams family, my friends, and colleagues for their unwavering support and motivation; to the Acts of Kindness Foundation Grenada Incorporated for inspiration; to the Organization of American States (OAS) and University for International Cooperation (UCI) for the opportunity to continue my tertiary education; to my tutor Eneida Góngora Sánchez and all of my UCI professors who shared their expertise, and to the students of the MPM-14 cohort who shared experiences, provided support and encouragement. Most importantly, praise, honor and glory is given to God for keeping me along the journey in pursuit of the Master of Project Management degree.

ABSTRACT

The objective of this final graduation project (FGP) is to create a project management plan to serve as a roadmap for the implementation of the Acts of Kindness Initiative Project. The project is being undertaken by a new non-profit organization named the Acts of Kindness Foundation Grenada Incorporated (AOK). The organization lacks essential organizational process assets (OPAs). Therefore, the creation and use of the project management plan will significantly mitigate against the existing deficit of OPAs.

This FGP is comprised of 10 deliverables including 10 subsidiary project management plans. The subsidiary management plans cover the following topics: integration, scope, schedule, cost, quality, resource, communications, risk, procurement and stakeholder. The plans are formulated using the analytic-synthetic, statistical, and qualitative research methods.

The results reveal that it is critical for non-profit organizations to invest in the creation of a tailored project management plan. The subsidiary management plans help to improve efficiency and effectiveness during project implementation, by ensuring that scope, schedule, cost, and quality baselines have guidelines for successful execution. Further, following the plan will assist tremendously with stakeholder engagement, which is critical to project success. Additionally, the project management plan acts as a rallying point as the new organization continues to build rapport amongst its team members.

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ABBREVIATIONS AND ACRONYMS

AOK - Acts of Kindness Foundation Grenada Incorporated

CAIPO - Corporate Affairs and Intellectual Property Office

COQ - Cost of Quality

CPA - Country Poverty Assessment

CPI - Cost Performance Index

CV - Cost Variance

DSDM - Dynamic Software Development Method

EC - Eastern Caribbean

EEFs - Enterprise Environmental Factors

EVA - Earned Value Analysis

EVM - Earned Value Management

FDD - Feature Driven Development Method

FGP - Final Graduation Project

GFNC - Grenada Food and Nutrition Council

GRCS - Grenada Red Cross Society

HACCP - Hazard Analysis and Critical Control Points

ID - Identification

MBIA - Maurice Bishop International Airport

MPM - Master in Project Management

NGO - Non-Governmental Organization

OPAs - Organizational Process Assets

PAM - Programme for Adolescent Mothers

PMBOK Guide - A Guide to the Project Management Body of Knowledge

PMI - Project Management Institute

PMIS - Project Management Information System

PMO - Project Management Office

PPEs - Personal Protective Equipment

RACI - Responsibility, Accountability, Consult and Inform

RBS - Risk Breakdown Structure

UCI - University for International Cooperation

UN - United Nations

US - United States

VAT - Value Added Tax

WB - The World Bank

WBS - Work Breakdown Structure

XP - Extreme Programming

EXECUTIVE SUMMARY

The Government of Grenada during the Covid-19 pandemic enacted various iterations of the Emergency Powers Regulations 2020 (Government of Grenada, 2020). These were effected to curtail the spread of the coronavirus. The result was curfews and lockdowns which limited incoming air and sea traffic, and which negatively impacted the tourism industry. The drastic increase in unemployment resulted in many families facing food shortages. In response, a grassroots initiative was started to improve food security through the provision of food hampers and vouchers. In an attempt to formalize the grassroots initiative, AOK was registered with the Corporate Affairs and Intellectual Property Office (CAIPO).

The problem, which prompted this FGP, was that AOK did not have a complete project management plan to guide the implementation of the Acts of Kindness Initiative Project. As a new non-profit organization, there were no established policies, processes, and procedures to guide the implementation of the project. Moreover, there was no knowledge repository of lessons learnt from previous food based initiatives, as this project was the first undertaking of the organization. The purpose of doing this study was to develop a project management plan for the foundation, which would increase its OPAs. It must be noted that the establishment of AOK was concurrent with its founder's enrollment in the Master in Project Management program and some rudimentary plans were put together with the assistance of students in the cohort.

The general objective of this FGP was to create a robust project management plan to serve as a roadmap for the implementation of the Acts of Kindness Initiative Project. In addition, there were 10 specific project objectives in support of the general objective. The specific objectives were as follows: to create a project charter which contains the high-level information of the project and which authorizes the Project Manager to apply resources to the project, and to create a project management plan in support of project integration; to develop a scope management plan that will define, validate, and control the project scope; to create a schedule management plan that covers the development, monitoring, and control of the schedule; to create a cost management plan that covers how the costs will be planned, structured, and controlled; to develop a quality management plan that reflects the agreed-upon requirements of the stakeholders; to create a resource management plan that defines the human and other resources needed to determine the project's budget; to establish a communications management plan that reflects the information needs of stakeholders and guide the corresponding activities; to formulate a risk management plan that establishes the approach for dealing with identified and unidentified risks; to develop a procurement management plan that guides the acquisition of resources needed for the project; and to create a stakeholder management plan that identifies stakeholders, their expectations, possible impact on the project, and which prescribes an approach to managing them.

The research methods, which formed the basis of this FGP, were as follows: analytic-synthetic, statistical, and qualitative. The analytic-synthetic component included an analysis of the literature from various sources including books, online articles, journals, and government documents. The information obtained was incorporated into the development of the subsidiary management plans. This component also included the merging of the subsidiary plans to form the project management plan. The statistical method involved the analysis of existing statistical data, inclusive of a population census, for planning purposes. Informal interviews with key stakeholders formed the basis of the qualitative research method.

As intended, the general and specific objectives of this research were attained through the completion of the project management plan. Given that the specific objectives were interrelated, the implementation of the subsidiary project management plans must be done in tandem. It was noted that in order to achieve success, close attention must be given to the implementation of the management plans pertaining to scope, cost, schedule and quality. Once the implementation of processes related to the aforementioned plans are closely controlled and monitored, greater success will be realized from the implementation of the other subsidiary plans due to existing synergies. It was noted that the onus was on AOK to ensure that its project manager, project team members and volunteers were versed in the requirements of the project management plan, and that they were adept at project implementation.

1.Introduction

1.1. Background

This research pertains to the Acts of Kindness Foundation Grenada Incorporated (AOK), which was established in 2020 during the Covid-19 pandemic. The organization began as a grassroots initiative by the project manager. The objective was to assist 20 families in need of food supplies. An assessment of the prevailing economic circumstances revealed that there was a great need within the country for food hampers and vouchers.

As word of the initiative spread, there was a rapid outpouring of financial support. Close family members, relatives, friends, and even strangers from around the world contacted the founder to make donations. Donations were received primarily from Grenada, North America and Europe. An integral source of support was members of the yachting community. The drastic increase in funding mandated approved changes to the project's scope, cost and schedule baselines.

In its scaled-up version the project was expected to rely on the power of social and traditional media to raise awareness of its objectives, and to garner support for the cause. As a new entity, it was critical to build public confidence in the brand. Awareness mechanisms included press releases published by the media house Now Grenada. The project was also featured in all at Sea (May, 2020) and Caribbean Compass (June, 2020) electronic publications. In addition, there was a televised interview on Lexan TV with one of the foundation's directors.

Given the swift manner in which the grassroots initiative scaled-up into a full project, there was little to no time to engage in extensive project management planning. The result was that the project's management primarily relied on the experiences of the three directors in the early stages of project implementation. It is worthy of mention that at least one director had over 10 years' progressive experience in project management.

The organization did not have an established project management office (PMO), nor could one be established based on available funding. Notwithstanding the aforementioned challenge, it was duly acknowledged that there was a need to implement the best practices and principles of project management. Further, a project of this magnitude and value to the community, underscored the importance of having a complete project management plan to guide implementation.

It was imperative that the project management plan is inclusive of key knowledge areas. These project management knowledge areas were integration, scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholders. The plan would be an official organizational process asset of the foundation. In addition, it would serve as a template against which future related project plans would be tailored.

It was envisioned that the project management plan would increase efficiency and effectiveness in the completion of work packages. Moreover, the successful implementation of this inaugural project will help to build awareness of and support for the foundation's brand.

1.2. Statement of the Problem

The problem is that the Acts of Kindness Foundation Grenada Incorporated does not have a complete project management plan to guide the implementation of the Acts of Kindness Initiative Project. This was due to the fact that the foundation was rapidly established in an attempt to formalize its initiative "to provide food hampers/vouchers to families in need" (K. Williams, personal communication, November 5, 2020). It meant therefore, that important areas such as procurement, schedule, and cost did not have established policies, procedures, and related templates. In tandem, the use of rolling wave planning was adopted to respond with flexibility to the needs of the project's beneficiaries, as well as project management needs.

In order to ensure that project implementation, particularly the later phases of the project, is executed efficiently and effectively, it is critical that a project management plan be developed. In so doing, the relevant project management areas will be tailored to meet the needs of the specific project. The creation of the relevant subsidiary plans as integral parts of the overarching project management plan, will result in increased OPAs.

As a newly established entity, the implementing organization can capitalize on the opportunity presented to strengthen the capacity of its project team. This can be done through the provision of guidelines and templates for immediate use based on well-established project management standards and best practices.

1.3. Purpose

The purpose of doing this study is to develop a project management plan for AOK. As a new entity, the foundation did not have established policies, processes and procedures to guide the implementation of the Acts of Kindness Initiative Project. There was also an absence of a knowledge repository of lessons learnt from previous projects. This was due to the aforementioned project being the first undertaking of the foundation. This lack of OPAs was a critical factor in the decision to undertake the study.

In order to meet the demands for food hampers and food vouchers, to prevent families from experiencing hunger for extended periods, the project's implementation began. As a consequence, a rolling wave approach to planning was used. The use of this approach was feasible because the project's scope was well defined. In addition, there was the concurrent creation of several rudimentary subsidiary management plans based on the knowledge, skills and abilities that were being derived through the Master in Project Management program.

Despite the fact that several subsidiary plans were created, the foundation lacked a complete project management plan. In order to minimize the possibility of project failure due to a lack of planning, it was prudent for this study to create a complete

project management plan. Though implementation already started, the plan can inform the later phases of the project.

The project management plan will be primarily tailored on the standards and best practices espoused by the Project Management Institute's *PMBOK® guide* (2017). The plan will include subsidiary plans on the following topics: integration, scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholders. The plans will feature appropriate and project-specific inputs, tools, and techniques.

The successful implementation of its inaugural project would result in the foundation building a results-oriented reputation with the donor community. This could also lead to donations that would ensure the financial viability of this and future community development projects.

The following are the benefits of the investigation:

1. Families across the tri-island state will have food supplies to mitigate hunger, frustration, and stress experienced as a result of food shortages.
2. The creation of a project management plan that will result in the implementation of the project within the constraints of scope, time, and cost.
3. Addition to the newly registered Acts of Kindness Foundation Grenada Incorporated's OPAs.
4. The OPAs can be used as guidelines in the development of project management plans for future similar projects.

1.4. General Objective

To create a project management plan to serve as a roadmap for the implementation of the Acts of Kindness Initiative Project.

1.5. Specific Objectives

The specific objectives of this FGP are as follows:

1.5.1 To create a project charter which contains the high-level information of the project to ensure that the project manager is authorized to apply resources to the project, and to create a project management plan in support of project integration.

1.5.2 To develop a scope management plan that will define, validate, and control the project scope.

1.5.3 To create a schedule management plan that will regulate the development, monitoring, and control of the schedule.

1.5.4 To create a cost management plan that determines how the costs will be planned, structured, and controlled.

1.5.5 To develop a quality management plan to ensure that the agreed-upon requirements of the stakeholders are incorporated.

1.5.6 To create a resource management plan that identifies the human and other resources needed to determine the project's budget.

1.5.7 To establish a communications management plan that reflects the information needs of stakeholders and guide the corresponding activities.

1.5.8 To formulate a risk management plan that establishes the approach for dealing with identified and unidentified risks.

1.5.9 To develop a procurement management plan that guides the acquisition of resources needed for the project.

1.5.10 To create a stakeholder management plan that identifies stakeholders, their expectations, possible impact on the project, and which prescribes an approach to managing them.

2. THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

2.1.1 *Company/Enterprise Background*

The research is being conducted in Grenada, West Indies on Acts of Kindness Foundation Grenada Incorporated (AOK). The foundation is headquartered in Dougaldston, St. John. The foundation was registered under the Companies Act Cap. 58A of the Continuous Edition of the Laws of Grenada, as a non-profit, on July 10, 2020. Additionally, the entity was registered with Grenada's Office of Anti-Money Laundering and Combating Terrorism Financing Commission.

The work of the foundation is intended to benefit citizens domiciled in all of the seven parishes of Grenada. These parishes are Carriacou and Petit Martinique, St. Andrew, St. David, St. George, St. John, St. Mark, and St. Patrick. Figure 1 Map of Grenada shows all of the parishes, and the insert shows the location of Grenada in the Caribbean.

In Grenada, the last census was conducted in 2011. At that time the country had a population of 106,670. A breakdown of Grenada's Population and Housing Census (Central Statistics Office, 2011) based on household population, institutional population and homeless population is shown in Appendix 2 Total Population Count by Parish 2011. All of the populations identified are target beneficiaries of the Acts of Kindness Initiative Project. Based on information from The World Bank (WB) (n.d.) the foundation carries out its work in a country, which in 2019 had a population of 112,003 persons.

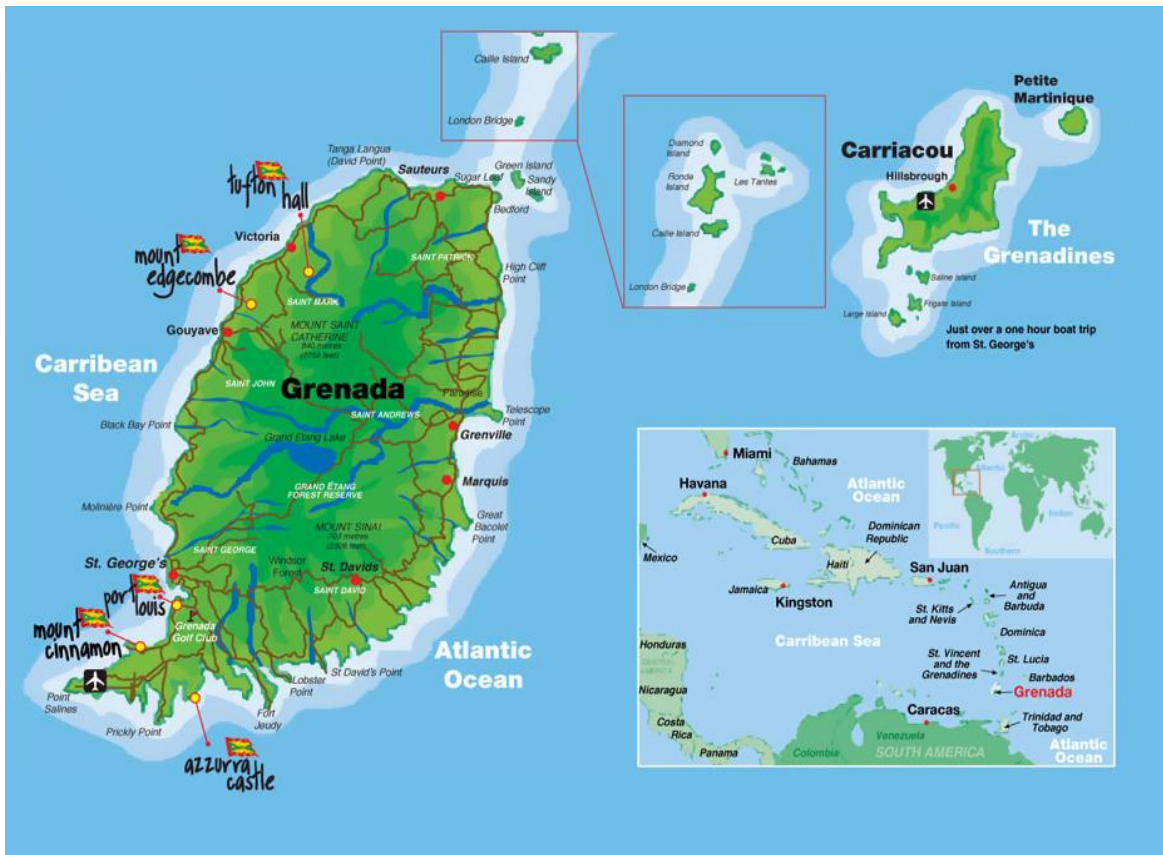


Figure 1: Map of Grenada (Source: <http://www.vidiani.com/detailed-map-of-grenada/>). Permission not sought.

2.1.2 Mission and Vision Statements

Mission statement

To strategically collaborate with stakeholders through development initiatives to effect the changes we wish to see in the world, which will empower and uplift humanity (AOK, 2020a).

Vision statement

To meaningfully impact lives (AOK, 2020b).

In order to ensure that the mission and vision statements are effected and achieved, it is critical that this FGP is completed. The development of the relevant

plans will allow for co-creative engagement with stakeholders. Moreover, the completion of the project management plan will result in an OPA that will improve the likelihood that the project's deliverables will be successfully achieved. In this way, the Acts of Kindness Initiative Project will be able to meaningfully impact lives.

2.1.3 Organizational Structure

The Acts of Kindness Foundation Grenada Incorporated has a small organizational structure. At the helm is the board of directors made up of three directors. There is a project manager, a procurement coordinator, a logistics/distribution coordinator, a junior coordinator, a kids coordinator and volunteers. For ease of reference the organizational structure is shown in Figure 2. A breakdown of their responsibilities and activities for which they are accountable, must be informed of or consulted on is shown in Chart 1 Acts of Kindness Initiative RACI Chart.

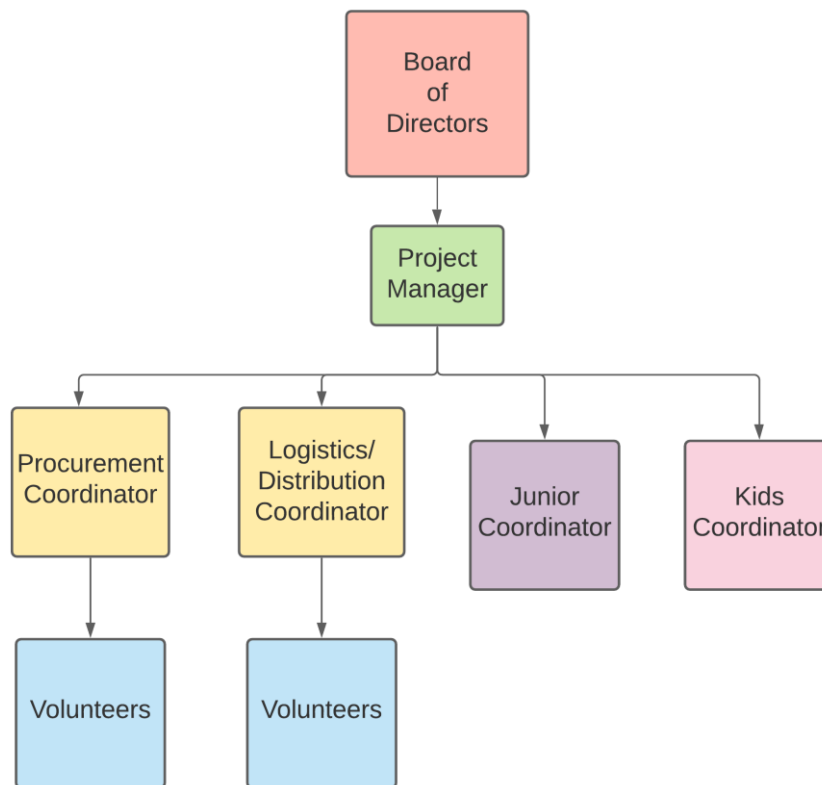


Figure 2 Organizational Structures of the Acts of Kindness Foundation Grenada Incorporated (Source: Acts of Kindness Foundation Grenada Incorporated's Resource Management Plan, 2020)

Chart 1 Acts of Kindness Initiative RACI Chart (Source: Acts of Kindness Foundation Grenada Incorporated's Resource Management Plan, 2020)

RACI Chart	PERSON					
	Founder/ Project Manager	Procurement Coordinator	Logistics/ Distribution Coordinator	Volunteers	Junior Coordinator	Kids Coordinator
Conduct Site Inspection	R		C			
Order Food Items	A	R	C	I		
Print Food Vouchers	A			R		
Organize Transportation	A	C	R	I		
Package Food Items	C	I	A	R	R	
Package Candies	A		I	C		R
Delivery of Food Items	C	A	R	I		
Inspect Food Hampers	A	I	R	I		
Distribute Food Hampers	C	I	A	R		
Mobilize Donations	R	C	C			
Liaising with Government & NGOs	R		C			
Pay Suppliers	A	R	I			

Key:

R – Responsible for completing work.

A – Accountable for ensuring task completion/sign off.

C – Consult before decisions are made.

I – Inform when an action/decision has been made.

2.1.4 Products Offered

The foundation is intended to be responsive and adaptive to the needs of the wider society and does not have a sole mandate. This means that the foundation will be engaged in projects that will serve current and future needs where there is empirical evidence to support the development of project initiatives.

At present, there are three on-going projects. The main project that is directly related to this FGP involves the provision of food hampers and food vouchers to families in need. It involves beneficiaries living at homes or within institutions. Figure 3 Food Hampers shows hampers prepared for distribution. Another project involves the distribution of school supplies to families and schools as shown in Figure 4 School Supplies Hamper. The newest project involves the acquisition and distribution of medical supplies.



Figure 3 Food Hampers (Source: A. Williams, 2020a)

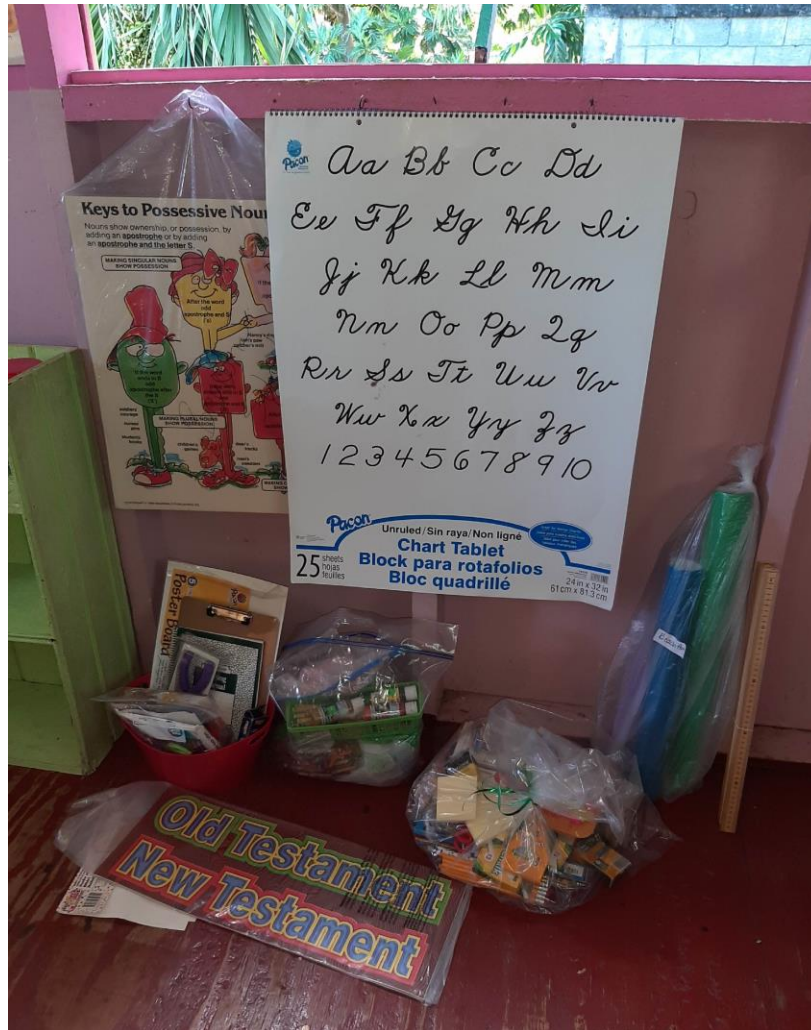


Figure 4 School Supplies Hamper (Source: A. Williams, 2020b)

2.2 Project Management Concepts

2.2.1 Project

In *A guide to the project management body of knowledge (PMBOK® guide)* a project is defined as “a temporary endeavor undertaken to create a unique product, service, or result” (Project Management Institute, 2017a). The relevance of this definition to this FGP is that the undertaking is temporary with predetermined start and end dates. It also will create a unique product, which is a project management plan, for the implementation of the Acts of Kindness Initiative Project.

Further to this, “projects drive change in organizations” (*PMBOK® guide*, 2017a). Projects act as change agents leading transformation from a current state to a future desired state. The change that this FGP will create within the foundation is that it will assist in developing an OPA in the form of a project management plan that will build the capacity of the project team with implementation.

2.2.2 Project Management

Project management is defined as “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” (*PMBOK® guide*, 2017a). In order to perform project management, one must use the five process groups namely initiating, planning, executing, monitoring and controlling, and closing. The sequence of the process groups was illustrated in Figure 5 Process groups. The process groups altogether contain 47 processes. These processes were reviewed in subsection 2.2.4 In addition, in project management there are 10 key knowledge areas spread across the process groups. The knowledge areas were explicated in subsection 2.2.5.

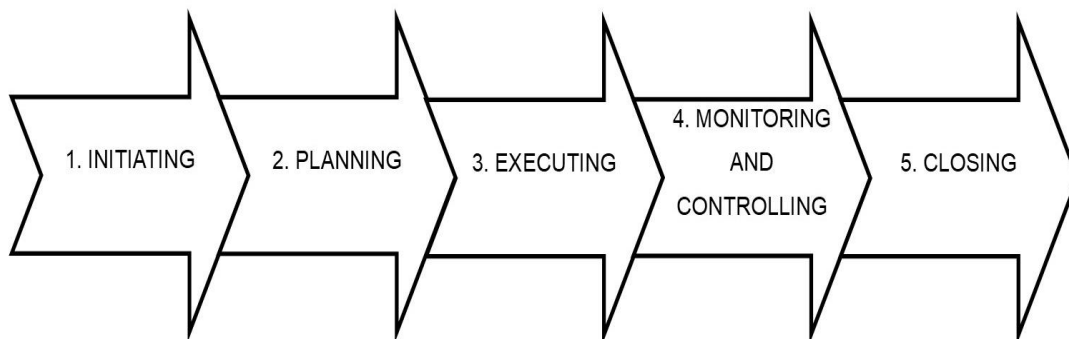


Figure 5 Process Groups (Source: Author’s elaboration based on the *PMBOK® guide*, 2017)

The traditional approach to project management is reliant on the guidelines advanced by various editions of the PMBOK guide, and it is also known as the waterfall approach. Other examples of traditional project management

methodologies include PRINCE2 and SIX SIGMA (Masciadra, 2017). According to Tranter (2020) features of the traditional approach included “extensive planning of work”, up-front capture of requirements, and the breaking down of a large project “into a number of sequential phases”. In addition, it features the minimizing of changes to baselines by enforcing change control processes. A disadvantage of the waterfall approach is that a lot of time is “spent on initial design, planning and specification” (Tranter, 2020). The shortcomings of the traditional approach inspired the need for new approaches to project management that would yield faster delivery of products.

The agile project management methodology came about as a direct demand for a time sensitive and responsive approach to software development. Agile project management was defined as “an iterative approach to delivering a project throughout its life cycle” (Association for Project Management, n.d.). The definition aligns with one of the three key features of the agile methodology identified by Tranter (2020). Tranter explained that this methodology was iterative, built in quality from the onset and used “small autonomous cross-functional teams” that were “responsible for building a small end-to-end feature, rather than a layer that cannot deliver value on its own.” This view was further supported by Henrikson (2016) who explained that agile methods were “both incremental and iterative. Incremental because the work is pre-divided into smaller batches of work, and iterative because the scope of each batch is defined just before the start of each loop.” Overall, the agile approach is appreciated for the flexibility which it affords project team members.

The Manifesto for Agile Software Development (Beck et al., 2001) posited as agile values the following: “Individuals and interactions over processes and tools, working software over comprehensive documentation, customer collaboration over contract negotiation and responding to change over following a plan.” Over time, the agile approach was applied to projects across various industries besides software development.

Today, there are various types of agile methodologies including Scrum. Scrum was defined as “a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems (Schwaber & Sutherland, 2020). According to Lucidchart (n.d.) frameworks using agile methods included the Scrum method featured “constant feedback, self-management, small teams, and work broken out into sprints, or two-week periods of focused work.” Also provided as examples of agile methods were the Kanban method, extreme programming (XP) method, Crystal method, Dynamic Software Development Method (DSDM), and the Feature Driven Development Method (FDD). Each of the aforementioned methods had features which distinguished them from the others. For example, the Kanban method allowed for items to be reviewed in context with each other to facilitate prioritization. On the other hand, XP emphasized customer satisfaction.

When working within the Scrum methodology an agile team has three roles namely the Product Owner, Scrum Master and Development Team. Landau (2018) clarified that the Product Owner was the one with the project’s vision who broke down the project into tasks and then prioritized them. Landau further explained that the Scrum Master helped “the team build the product according to the scrum framework” (2018) and the Development Team executed the project work.

According to the *Agile practice guide* “high-uncertainty projects have high rates of change, complexity, and risk” (Project Management Institute, 2017b, p.7). As a new organization operating within a pandemic characterized by high uncertainty, due to national lockdowns and their ramifications, the foundation opted to use an agile project management methodology instead of a waterfall one. In fact, using the agile approach will allow the foundation to “explore feasibility in short cycles, and quickly adapt based on evaluation and feedback” (Project Management Institute, 2017b, p.7). This is critical as the requirements of the various partners are not identical.

The project management plan, which is the main deliverable of this FGP, will allow for tailoring of knowledge, skills, tools, and techniques to meet the needs of the Acts of Kindness Initiative Project in alignment with the agile methodology.

2.2.3 Project Life Cycle

A project life cycle “is the series of phases that a project passes through from its start to its completion” (Project Management Institute, 2017a, p. 18). Relatedly, a project phase is “a collection of logically related project activities that culminates in the completion of one or more deliverables” (Project Management Institute, 2017a, p. 18). The Project Management Institute (2017a) expressed that the project life cycle consisted of four parts: starting the project, organizing and preparing, carrying out the work, and ending the project as shown in Figure 6 Project Life Cycle. At the end of each phase is a phase gate. This is a decision-making review to determine whether to progress to the next phase, continue whilst making modifications or proceed to terminate the project (Project Management Institute, 2017a).

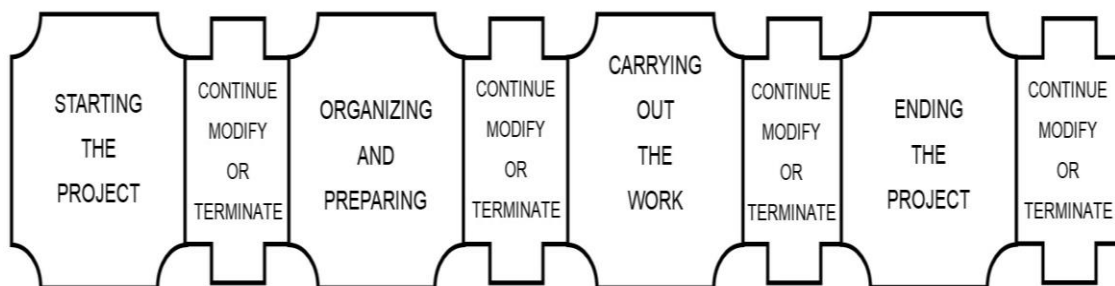


Figure 6 Project Life Cycle (Source: Author’s elaboration based on the PMBOK® guide, 2017)

Four types of life cycles are predictive life cycle, iterative life cycle, incremental life cycle and the agile life cycle (Project Management Institute, 2017b). The predictive life cycle is characterized by emphasis on upfront planning and is the traditional approach. The iterative life cycle phases can occur “sequentially or they can overlap” (Sonkiya, 2019) and during the phases functionality is added within a

defined period. On the other hand, the incremental life cycle is “an approach that provides finished deliverables that the customer may be able to use immediately” (Project Management Institute, 2017b, p.17). The agile life cycle is a hybrid cycle “that is both iterative and incremental to refine work items and deliver frequently” (Project Management Institute, 2017b, p.17). Tailoring in project management allows for one project to benefit from the deployment of multiple types of cycles or to create a customized cycle using elements from the different established cycles.

The foundation created its own agile life cycle, which was both iterative and incremental. This life cycle is shown in Figure 7 Acts of Kindness Initiative Project Life Cycle. The increments of the life cycle will vary in size based on resources and based on the backlogs which would reflect the current needs of project beneficiaries. In order to ensure that the backlogs are accurate the key stakeholders will be engaged at the start of every iteration. The logbook will be made using Microsoft Excel.

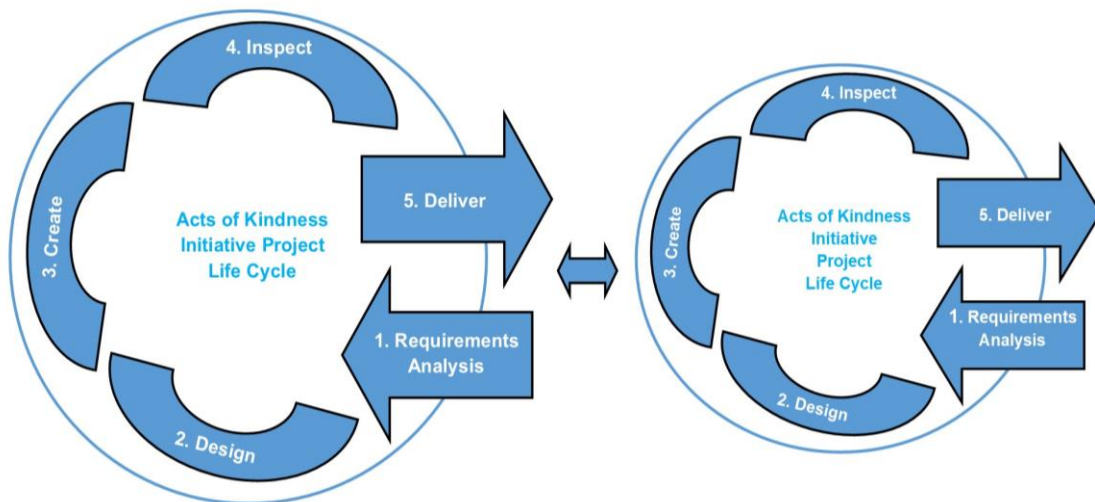


Figure 7 Acts of Kindness Initiative Project Life Cycle (Source: AOK, 2020c)

The departure from the project life cycle shown in Figure 6 Project life cycle was due to several factors besides resources. These included the fact that beneficiaries had different requirements for the food hampers. For example, the clients of the

Grenada Food and Nutrition Council (GFNC) who were beneficiaries of the project were children with nutritional deficiencies. Hampers were customized to meet their specific needs. Likewise, similar considerations were made for the hampers distributed to the students of the Programme for Adolescent Mothers (PAM). This was done to meet the nutritional needs of the students and their babies.

Additionally, when the food hampers did not require customization, and their contents remained identical or close to identical based on product availability, efforts were made to improve the procurement process, and its related cost. Also, efforts were made to improve packaging and distribution processes. In the absence of customization, or when vouchers were provided, more deliveries and distribution were undertaken within a round or phase. This increased the speed with which rounds or phases were completed.

Given that all of the project's funding was not available for disbursement at the start of the project, it was necessary to use the incremental and iterative methods. Food hampers and vouchers were distributed in rounds or phases to different beneficiaries, based on funds available for procurement. Each round required a tailored approach based on the beneficiaries, their nutritional needs, and their geographical locations. The aforementioned underscored why the waterfall methodology was not suitable for the Acts of Kindness Initiative Project.

Due to the degree of uncertainty of operating in a pandemic, the agile approach will allow the team to work in small increments. This will result in less wasted work and rework. Also, feedback received and lessons learnt in one cycle could be immediately applied in the upcoming cycles. Using the agile approach can also assist quick reprioritization of beneficiaries to ensure that those who are hardest impacted by job loss and lockdowns receive hampers and vouchers as soon as possible.

The specific agile methodology for the project was a simple five step approach. The first step involved a co-creative process with the project partners to identify the features or requirements for the hampers or vouchers. By engaging in a co-creative process feedback is obtained from key stakeholders which can influence the design of future cycles. The second step was the design of the hampers and vouchers. The third step involved the creation of the hampers or vouchers. The fourth step involved inspection of the products (hampers and vouchers). The fifth step was the delivery of the products to beneficiaries either directly or through third parties.

2.2.4 Project Management Processes

Processes are integral to project management. They are defined as “a systematic series of activities directed towards causing an end result where one or more inputs will be acted upon to create one or more outputs” (Project Management Institute, 2017a, p.18). It is essential that the correct tools and techniques are used when the processes are being applied. According to the *PMBOK® guide* processes can fall within three categories: once or at predefined points, performed periodically or performed continuously (Project Management Institute, 2017a, p.22). The processes are categorized within five process groups. The groups, processes and features are shown in Chart 2 Processes, Process Groups and Features.

Chart 2 Processes, Process Groups and Features (Source: Elaborated by author based on the *PMBOK® guide, 2017*)

Process Group	Processes	Key Features
Initiating Process Group	Develop project charter and identify stakeholders.	Relates to obtaining authorization for a new phase or a new project.

Planning Process Group	Develop project management plan, plan scope management, collect requirements, define scope, create work breakdown structure (WBS), plan schedule management, define activities, sequence activities, estimate activities durations, develop schedule, plan cost management, estimate costs, determine budget, plan quality management, plan resource management, estimate activity resources, plan communications management, plan risk management, identify risks, perform qualitative risk analysis, perform quantitative risk analysis, plan risk responses, plan procurement management, and plan stakeholder engagement.	Pertains to the scope, objectives and the related action plan.
Executing Process Group	Direct and manage project work, manage project knowledge, manage quality, acquire resources, develop team, manage team, manage communications, implement risk responses, conduct procurement and manage stakeholder engagements.	Relates to task completion to achieve objectives.
Monitoring and Controlling Process Group	Monitor and control project work, perform integrated change control, validate scope, control scope, control schedule, control costs, control quality, control resources, monitor communication, monitor risks, control procurement and monitor stakeholder engagement.	Involves verification, review and change control.
Closing Process Group	Close project or phase.	Pertains to the formal end of a phase, project or contract.

Thus far, during this FGP, all of the processes included in the initiating process group were completed. For the planning process group, the FGP's WBS is completed. It is envisioned that the project management plan will include all of the relevant process groups when it is completed.

Apart from being grouped according to their process groups, the project management processes can be further grouped based on their knowledge areas.

This is shown in Chart 3 Project Management Processes and their Related Knowledge Areas.

Chart 3 Project Management Processes and their Related Knowledge Areas

(Source: Author elaborated based on the *PMBOK® guide, 2017*)

Knowledge Areas	Processes
Integration Management	Develop project charter, develop project management plan, direct and manage project work, monitor and control project work, perform integrated change control and close project or phase.
Scope Management	Plan scope management, collect requirements, define scope, create WBS, manage scope and control scope.
Schedule Management	Plan schedule management, define activities, sequence activities, estimate activity durations, develop schedule, and control schedule.
Cost Management	Plan cost management, estimate costs, determine budget, and control costs.
Quality Management	Plan quality management, manage quality, and control quality.
Resource Management	Plan resource management, estimate activity resources, acquire resources, develop team, manage team and control resources.
Communication Management	Plan communications management, manage communications, and monitor communications.
Risk Management	Plan risk management, identify risks, perform qualitative risk analysis, perform quantitative risk analysis, plan risk responses, implement risk responses, and monitor risks.
Procurement Management	Plan procurement management, conduct procurements, and control procurements.
Stakeholder Management	Identify stakeholders, plan stakeholder engagement, manage stakeholder engagement, and monitor stakeholder engagement.

2.2.5 Project Management Knowledge Areas

There are 10 project management knowledge areas. They are as follows: integration, scope, schedule, cost, quality, resource, communication, risk,

procurement, and stakeholder (Project Management Institute, 2017a). They are further elaborated in Figure 8 10 Project Management Knowledge Areas. Of the 10 knowledge areas, all will be used to create subsidiary project management plans for this FGP.

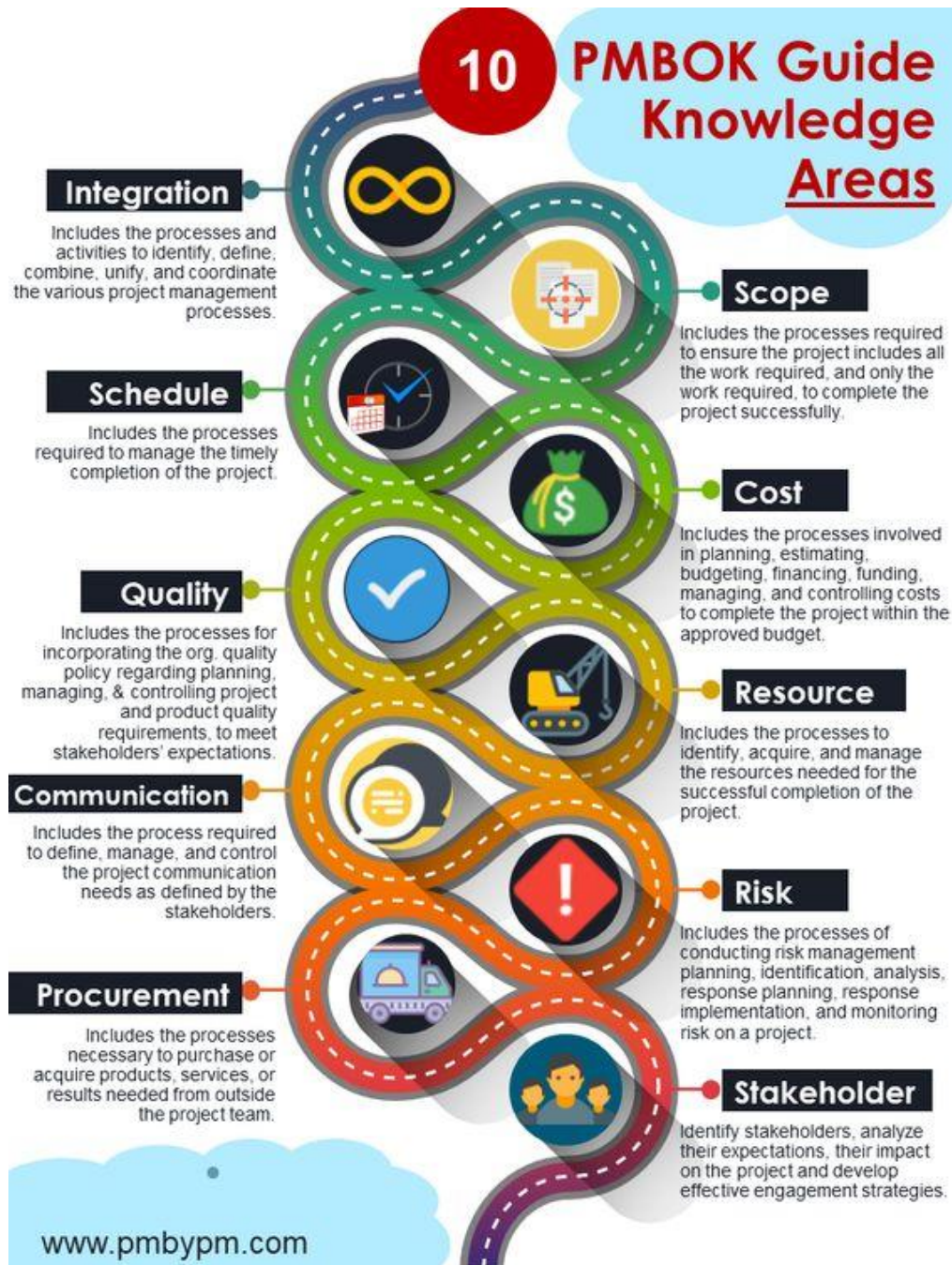


Figure 8 Project Management Knowledge Areas (Source: Praveen Malik, PM-By-PM, Pinterest). Permission not sought.

Each knowledge area has specific inputs, tools and techniques that guide its application. These are detailed in Chart 4 thru Chart 13. Their contents are based on the *PMBOK® guide (2017)*.

Project integration management's inputs, tools, techniques, and outputs are compiled and displayed in Chart 4 Integration Management.

Chart 4 Integration Management (Source: Author's elaboration based on the *PMBOK® guide, 2017*)

Project Integration Management		
Inputs	Tools and Techniques	Outputs
Project charter, business documents, agreements, project management plan, project documents, change requests, approved change requests, outputs from other processes, deliverables, accepted deliverables, procurement documentation, work performance information, work performance reports, enterprise environmental factors (EEFs) and organizational process assets (OPAs).	Expert judgment, data gathering, Interpersonal and team skills, meetings, project management information system (PMIS), knowledge management, information management, data analysis, and decision making.	Project charter, assumption log, project management plan, deliverables, work performance data, work performance report, issue log, change requests, project documents updates, project management plan updates, OPAs updates, lessons learned register, final product, service or result transition and final report.

Project charters for this FGP and the Acts of Kindness Initiative Project exists. This FGP does not involve the creation of an integration management plan due to two reasons. Firstly, the other subsidiary plans will be written in an integrated manner to incorporate relevant elements of the other plans, as well as overarching matters pertaining to change management, knowledge management and governance. Secondly, the project manager has over 10 years' experience and is adept at coordinating the various project management processes.

Project scope management's inputs, tools, techniques and outputs are compiled and displayed in Chart 5 Scope Management.

Chart 5 Scope Management (Source: Author's elaboration based on the PMBOK® guide, 2017)

Project Scope Management		
Inputs	Tools and Techniques	Outputs
Project charter, project management plan, business documents, agreements, project documents, project management plan, work performance data, verified deliverables, EEFs and OPAs.	Expert judgment, data gathering, data analysis, meetings, decision making, data representation, interpersonal and team skills, context diagram, prototypes, product analysis, decomposition and inspection.	Scope management plan, requirements management plan, requirements documentation, Requirements traceability matrix, project scope statement, project documents updates, scope baseline, work performance information, change requests, project management plan updates,

The Acts of Kindness Initiative Project has high-level information on the scope within the project charter. Also, a WBS was created for this FGP. It is shown in Appendix 5: FGP WBS. However, there is no scope management plan. One will be completed which will reflect the appropriate scope management processes.

Project schedule management's inputs, tools, techniques and outputs are compiled and displayed in Chart 6 Schedule Management.

Chart 6 Schedule Management (Source: Author's elaboration based on the PMBOK® guide, 2017)

Project Schedule Management		
Inputs	Tools and Techniques	Outputs
Project charter, project management plan, project documents, agreements, work performance data, EEFs and OPAs.	Expert judgment, data analysis, meetings, decomposition, rolling wave planning, precedence diagramming method, dependency determination and integration, leads and lags, PMIS, analogous estimating, parametric estimating, three point estimating, Bottom up estimating, decision making, schedule network analysis, critical path method, resource optimization, schedule compression and agile release planning.	Schedule management plan, activity list, activity attributes, milestone list, change requests, project management plan updates, project schedule network diagrams, project documents updates, duration estimates, basis of estimates, schedule baseline, project schedule, schedule data, project calendars, work performance information, and schedule forecasts.

A schedule management plan reflective of the related processes and appropriate tools and techniques will be developed.

Project cost management's inputs, tools, techniques and outputs are compiled and displayed in Chart 7 Cost Management.

Chart 7 Cost Management (Source: Author's elaboration based on the PMBOK® guide, 2017)

Project Cost Management		
Inputs	Tools and Techniques	Outputs
Project charter, project management	Expert judgment, data analysis, meetings, analogous estimating,	Cost management plan, cost estimates, basis of estimates, cost baseline, project documents

plan, project documents, business documents, agreements, project funding requirements, EEFs and OPAs.	three point estimating, Bottom up estimating, decision making, cost aggregation, historical information review, funding limit reconciliation, financing, to-complete performance index.	updates, project funding requirements, work performance information, cost forecasts, change requests, and project management plan updates.
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The creation of a cost management plan which integrates the knowledge area, appropriate tools and techniques, will be developed. This should result in the efficient management of costs on the project.

Project quality management’s inputs, tools, techniques, and outputs are compiled and displayed in Chart 8 Quality Management.

Chart 8 Quality Management (Source: Author’s elaboration based on the PMBOK® guide, 2017)

Project Quality Management		
Inputs	Tools and Techniques	Outputs
Project charter, project management plan, project documents, approved change requests, deliverables, work performance data, EEFs and OPAs.	Expert judgment, data gathering, data analysis, meetings, decision making, data representation, test and inspection planning, audits, design for X, problem solving, quality improvement methods, inspection, test/product evaluations.	Quality management plan, quality metrics, project management plan updates, project documents updates, quality reports, test and evaluation documents, change requests, work performance information, quality control measures and verified deliverables.

AOK has a quality management plan, which will be reviewed during the completion of the FGP. The review will include the knowledge, tools, and techniques pertaining to quality management.

Project resource management's inputs, tools, techniques, and outputs are compiled and displayed in Chart 9 Resource Management.

Chart 9 Resource Management (Source: Author's elaboration based on the PMBOK® guide, 2017)

Project Resource Management		
Inputs	Tools and Techniques	Outputs
Project charter, project management plan, project documents, work performance reports, team performance assessments, work performance data, agreements, EEFs and OPAs.	Expert judgment, data representation, organizational theory, meetings, analogous estimating, parametric estimating, Bottom up estimating, data analysis, PMIS, decision making, interpersonal and team skills, virtual teams, pre-assignment, colocation, communication technology, recognition and rewards, training, Individual and team assignments, interpersonal team skills and problem solving.	Resource management plan, team charter, project document updates, project management plan updates, resource requirements, basis of estimates, resource breakdown structure, Physical resource requirements, project team assignments, resource calendars, change requests, EEFs updates, OPAs updates, team performance assessments, and work performance information.

There is a resource management plan that will be tailored as necessary.

Project communication management's inputs, tools, techniques, and outputs are compiled and displayed in Chart 10 Communication Management.

Chart 10 Communication Management (Source: Author's elaboration based on the PMBOK® guide, 2017)

Project Communication Management		
Inputs	Tools and Techniques	Outputs
Project charter, project management	Expert judgment, communications requirements analysis,	Communication management plan, project management plan updates, project documents

plan, project documents, work performance data, work performance reports, EEFs and OPAs.	communication models, communication methods, communication technology, interpersonal and team skills, data representation, meetings, communication skills, PMIS, project reporting,	updates, project communications, OPAs updates, work performance information, and change requests.
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There is an existing communications management plan that will be further tailored to meet the needs of the project. The plan will be reviewed to determine its inclusiveness of all relevant communication knowledge areas. Related tools and techniques will be incorporated where necessary.

Project risk management's inputs, tools, techniques and outputs are compiled and displayed in Chart 11 Risk Management.

Chart 11 Risk Management (Source: Author's elaboration based on the *PMBOK® guide, 2017*)

Project Risk Management		
Inputs	Tools and Techniques	Outputs
Project charter, Project management plan, project documents, agreements, procurement documentation, work performance data, work performance reports, EEFs, and OPAs.	Expert judgment, data gathering, data analysis, meetings, interpersonal and team skills, prompt lists, risk categorization, data representation, representations of uncertainty, strategies for threats, strategies for opportunities, contingent response strategies, strategies for overall project risk, decision making, PMIS and audits.	Risk management plan, risk register, risk report, project documents updates, project management plan updates, work performance information, change requests, and OPAs updates,

AOK has a risk management plan. However, it needs to be further refined to reflect change in circumstances. This will be completed during the research and related knowledge, tools, and techniques will be incorporated to proactively plan for risks.

Project procurement management's inputs, tools, techniques, and outputs are compiled and displayed in Chart 12 Procurement Management.

Chart 12 Procurement Management (Source: Author's elaboration based on the *PMBOK® guide, 2017*)

Project Procurement Management		
Inputs	Tools and Techniques	Outputs
Project charter, project management plan, project documents, business documents, procurement documentation, seller proposals, agreements, approved change requests, work performance data, EEFs and OPAs.	Expert judgment, data gathering, data analysis, source selection analysis, meetings, advertising, bidder conferences, interpersonal and team skills, claims administration, inspection, and audits.	Procurement management plan, procurement strategy, bid documents, procurement statement of work, source selection criteria, make or buy decisions, independent cost estimates, change requests, project documents updates, OPAs updates, selected sellers, agreements, closed procurements, work performance information, procurement documentation updates and project management plan updates.

It is envisioned that the procurement management processes will be skillfully integrated into the procurement management plan to ensure cost savings, and efficiency for the project.

Project stakeholder management's inputs, tools, techniques, and outputs are compiled and displayed in Chart 13 Stakeholder Management.

Chart 13 Stakeholder Management (Source: Author's elaboration based on the *PMBOK® guide, 2017*)

Project Stakeholder Management		
Inputs	Tools and Techniques	Outputs
Project charter, project management plan, project documents, business documents, agreements, work performance data, EEFs and OPAs.	Expert judgment, data gathering, data analysis, data representation, meetings, decision making, communication skills, interpersonal and team skills, and ground rules.	Stakeholder register, change requests, project documents updates, project management plan updates, stakeholder engagement plan, and work performance information.

Given that AOK is using an agile methodology, a stakeholder management plan will be crucial. The nexus is that in the agile approach to project management emphasis is placed on the end user (Platinum Edge, 2012). In the case of the Acts of Kindness Initiative Project, the end users are the beneficiaries who will consume the food hampers or redeem the food vouchers.

Completing the stakeholder management plan will allow for the incorporation of stakeholder management knowledge, tools, and techniques. This will ensure that value is added as the rounds or phases are being completed and that they meet the needs of beneficiaries.

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

2.3.1 Poverty

The Grenada Country Poverty Assessment (CPA) report explained that poverty was about “the failure of an individual, a group, or a community to achieve some acceptable standard of living that has a material base” (Kairi Consultants Limited and National Assessment Team of Grenada, 2007/2008). Similarly, Chen (2020)

explained that “poverty means that the income level from employment is so low that basic human needs can't be met.” It means therefore that people live in a state of deprivation.

Further to this, Mahler et. al. (2020) “estimated that Covid-19 is pushing between 40 and 60 million into extreme poverty” worldwide. One scenario of the growth forecasts was that “vulnerable households would sharply reduce consumption, and several low- and middle-income countries would see heightened financial stress” (Mahler et. al., 2020). Undoubtedly, financial stress experienced by countries such as Grenada would impact its citizens and affect their consumption patterns. This would include their ability to buy food. Therefore, some would search for alternative avenues to acquire food.

2.3.2 Poverty in Grenada

Prior to the Covid-19 pandemic, there were already persons living in poverty in Grenada. The CPA report (2007/2008) stated that the “annual Poverty Line was estimated at Eastern Caribbean Dollars (EC) \$5,842 per annum per adult in 2008”. This was roughly the equivalent of United States Dollars (US) \$2,150. The CPA report (2007/2008) also expressed that in 2008 37.7% of the Grenadian population lived in poverty. It stated that the parish with the highest incidence of poverty was St. Patrick and the one with the lowest incidence was Carriacou and Petit Martinique. The logic for the distribution of food hampers and vouchers was informed by this statistic, as well as by logistical challenges. As a consequence, Carriacou and Petit Martinique would be the last to receive food assistance, given that the situation on the mainland is direr.

2.3.3 Vulnerability

Vulnerability is defined as “the risk today (for a person or a household) of falling below the poverty line tomorrow, or for a person or household already below the threshold, of falling deeper into poverty” (Development Initiatives, 2016). Clearly, there is a nexus between vulnerability and poverty.

Different factors can affect a person or a household's vulnerability. Some of these factors include the size of the household, geographical location, the dependency ratio, sex, age and employment status (Development Initiatives, 2016). The closure of the Maurice Bishop International Airport (MBIA) and the Melville Street Cruise Terminal to regular traffic during the implementation of the Emergency Powers Regulations 2020, increased the vulnerability of people dependent on tourism for income.

2.3.4 Acts of Kindness Initiative as a Humanitarian Endeavor

The Acts of Kindness Initiative evolved as a humanitarian endeavor during the Covid-19 pandemic in Grenada. The need to provide food aid in the form of hampers and vouchers was necessitated by the economic fallout of the implementation of various Emergency Powers Regulations 2020. When the first batches of vouchers were distributed, Emergency Powers (Covid-19) (No. 2) Regulations, 2020 was enforced. This restricted the freedom of movement of persons through a "seven-day curfew, which began from 7:00 p.m. on the 30th day of March, 2020 and ended at 7:00 p.m. on the 6th day of April, 2020" (Emergency Powers (Covid-19) (No. 2) Regulations, 2020).

The restriction affected persons engaged in casual employment and self-employment. They, along with the rest of the population, were expected to work from home using virtual means. This was not a viable option for hundreds of workers including fisherfolk, farmers, market vendors, bus drivers, and construction workers. Further to this, where a business was unable to continue its business operations by its employees working remotely from home, the business was to cease its operations (Emergency Powers (Covid-19) (No. 2) Regulations, 2020).

Exceptions were made for instances where the Secretary to the Cabinet directed public officers to attend work. Similar provisions were made for employees of statutory bodies and state owned enterprises where their respective Boards directed they attend work, with written approval from the Commissioner of Police.

Moreover, though hotels were allowed to remain in operation with restrictions, the implementation of the regulations resulted in a national lockdown which limited arrivals by air and sea. Only emergency flights and cargo boats were allowed to enter the country. This decimated the tourism industry and with low occupancy rates, many local accommodations closed or kept staff on rotation. Decreased income for those directly and indirectly employed with the tourism industry, resulted in an economic crisis. Affected families were challenged to meet their usual food needs.

As a consequence, the Acts of Kindness Initiative Project was developed to provide humanitarian aid. According to the Humanitarian Coalition (n.d.) humanitarian aid “is designed to save lives and alleviate suffering during and in the immediate aftermath of emergencies”. The Covid-19 pandemic presented as an unprecedented emergency for the majority of Grenadians, given that the last pandemic to affect the country was the influenza in 1918.

The closest experiences in modern times to medical crises of national importance were the outbreaks of Chikungunya Virus (2014) and Zika Virus (2016) which prompted travel warnings. The United Kingdom’s government had these travel warnings as current up to November 15, 2020 (Gov.UK, 2020). It is noteworthy that the scale of the national response was vastly different in response to Zika and Chikungunya, and there was no implementation of emergency regulations and lockdowns.

2.3.5 Humanitarian Sector in Grenada: Challenges, Opportunities and Players

A World Humanitarian Summit was convened in 2016 in Istanbul by the United Nations (UN). One realization coming out of the summit was a desire for change. In his report, Secretary General Ban Ki-Moon wrote about the frustration of persons in crises who feel unheard and who feel that their capabilities are not recognized (One humanity: Shared responsibility, 2016).

The frustration expressed then was experienced by the researcher in 2018. In that year the researcher completed training in Full Scale Disaster Field Operations Exercise with the Academy for International Disaster Preparedness, Florida International University. The program was done in accordance with the requirements prescribed by the US Department of Homeland Security Exercise and Evaluation Program. Eager to be in the voluntary service of her country, the researcher communicated to a senior staff at a national entity, and advised of her certification and willingness to assist. The researcher outlined relevant training objectives that were completed including drafting and presenting a humanitarian aid proposal. Up to November 14, 2020, no feedback was received.

The Covid-19 pandemic presented an opportunity for innovation. The researcher opted to create a path to being of service to the community. The result was the creation of a newly registered NGO to provide humanitarian aid. This response illustrated that when willing persons cannot find a place within the existing humanitarian sector's status quo, one can chart new paths to assist others.

During the pandemic, besides the work of AOK, there were other humanitarian initiatives led by individuals, community groups and NGOs. These included distribution of food hampers by the Rotary Club of Grenada – East (Grenada 40, 2020) and 200 care hampers by the Grenada Red Cross Society (GRCS). The work completed to date, was a manifestation of the change referenced by the UN Secretary General, one “that gives a voice and leadership to affected people and local organizations as primary agents of their own destiny” (Ban Ki-Moon, 2016). It underscored the importance of self-reliance within the humanitarian sector whereby affected persons can also be part of the solution.

Moreover, AOK collaborated with the GRCS through information sharing regarding Grenada's response to the Covid-19 pandemic. This was germane to the rapid assessment strategies used by AOK to identify and select beneficiaries. This illustrated the value of collaborative work to inform national reporting mechanisms.

2.3.6 Non-Governmental Organizations (NGOs)

The term non-governmental organizations (NGOs) was first used in Article 71 of the charter of the UN in 1945 and it was further defined in paragraph 8 of Council resolution 288 B (x) as “any international organization that was not established by intergovernmental agreement (United Nations, 1945). In practice, there is no universally accepted definition of an NGO as meanings vary from country to country. Organizations that are similar to NGOs “may be called nonprofit, charity, non-profit organization (NPO), civil society organization (CSO), citizen sector organization (CSO), social benefit organization (SBO), advocacy organization, voluntary organization, grassroots support organization (GSO), and non-state actor (NSA)” (NGOsource, n.d.). In many instances NGOs perform work related to sociopolitical issues.

There are NGOs in Grenada that undertake projects and programmes related to health, education, skills training, gender empowerment, and climate change among other issues. The level of structure, funding sources and size of operation varies from one NGO to another. To operate legally in Grenada NGOs must register with the Corporate Affairs and Intellectual Property Office (CAIPO) . The NGO must submit to the Registrar of Companies the following documents and pay the prescribed fees: “Request for name search and name reservation, articles of incorporation, notice of directors and notice of address” (Government of Grenada, n.d.).

3. METHODOLOGICAL FRAMEWORK

3.1 Information Sources

Information sources are considered as “the bridges that get scholars to the sources of primary and secondary material they need for research, whether those bridges are in print, electronic, or human form” (Dalton & Charnigo, 2004). By extension, Dalton and Charnigo considered information sources as the raw material of research.

The importance of Information sources is that they inform the research being undertaken. They can help to clarify concepts, as well as to give direction to research based on the availability, reliability, and quality of the information. Information sources vary and for example, they can be informative or analytical. Typically, information sources for research are categorized into three types, namely primary, secondary and tertiary (Alderman, 2014). For the purpose of this FGP, primary and secondary sources will be used and they are highlighted in Chart 14 Information Sources.

3.1.1 Primary Sources

Primary sources are defined as “immediate, first-hand accounts of a topic, from people who had a direct connection with it” (Healey Library, n.d.). Examples of primary sources include data from a research experiment; a photograph or video of an event; an account of an event for example a newspaper article written by a journalist who was at an event; and speeches. The aforementioned listing is by no means exhaustive.

When selecting primary sources, attention must be paid to the nature of the field in which the research is being carried out. This is because what is considered as primary sources varies across fields. In the field of psychology, an interview with human subjects may be considered as a primary source, whereas in history, letters and eyewitness accounts will be some of the primary sources (Alderman, 2014).

This FGP will utilize the following primary sources: interviews with key stakeholders, AOK’s financial data, census data, and the Emergency Powers Regulations 2020. See Chart 14 Information Sources for a breakdown of the primary sources by specific objectives.

3.1.2 Secondary Sources

Secondary sources are “based on or about the primary sources” (Sunny Empire State College, n.d.). A mark of distinction between primary sources and secondary sources is that the latter adds “a layer of interpretation and analysis” (Healey Library, n.d.). Alderman (2014) acquiesced by adding that “secondary sources are created using primary sources and analyzing those materials in order to discover new aspects or in order to make new connections.” Given the manner in which secondary sources are created, examples are “reference materials – dictionaries, encyclopedias, textbooks, and books and articles that interpret, review, or synthesize original research/fieldwork.” (Woodley, n.d.).

The secondary sources used in the FGP are as follows: The *PMBOK® guide* (2017) and other books, online journals, government reports, and Project Management Institute (PMI) and other online articles on the specific objectives. See Chart 14 Information Sources for a breakdown of secondary sources by specific objectives.

Chart 14 Information Sources (Source: Author)

Objectives	Information sources	
	Primary	Secondary
1. To create a project charter which contains the high-level information of the project to ensure that the project manager is authorized to apply resources to the project,	Interviews and AOK’s Incorporated financial data.	<i>PMBOK® guide</i> (2017) and other books, online journals, government reports, and PMI and other online articles on project charter creation.

Objectives	Information sources	
	Primary	Secondary
and to create a project management plan in support of project integration.		
2. To develop a scope management plan that will define, validate and control the project scope.	Interviews with key stakeholders, and review of Grenada's census data.	<i>PMBOK® guide (2017)</i> and other books, online journals, government reports, and PMI and other online articles on project scope management.
3. To create a schedule management plan that will regulate the development, monitoring and control of the schedule.	Interviews with key stakeholders, census data, and Emergency Powers Regulations 2020.	<i>PMBOK® guide (2017)</i> and other books, online journals, government reports, and PMI and other online articles on project schedule management.
4. To create a cost management plan that determines how the costs will be planned, structured and controlled.	Interviews with key stakeholders, and AOK's financial data.	<i>PMBOK® guide (2017)</i> and other books, online journals, and PMI and other online articles on project cost management.
5. To develop a quality management plan to ensure that the agreed-upon requirements of the stakeholders are incorporated.	Interviews with key stakeholders.	<i>PMBOK® guide (2017)</i> and other books, online journals, government reports, and PMI and other online articles on project quality management .
6. To create a resource management plan that identifies the human and	Interviews with key stakeholders.	<i>PMBOK® guide (2017)</i> and other books, online journals, government reports, and

Objectives	Information sources	
	Primary	Secondary
other resources needed to determine the project's budget.		PMI and other online articles on project resource management.
7. To establish a communications management plan that reflects the information needs of stakeholders and guide the corresponding activities.	Interviews with key stakeholders.	<i>PMBOK® guide (2017)</i> and other books, online journals, and PMI and other online articles on project communications management.
8. To formulate a risk management plan that establishes the approach for dealing with identified and unidentified risks.	Interviews with key stakeholders.	<i>PMBOK® guide (2017)</i> and other books, online journals, government reports, and PMI and other online articles on project risk management.
9. To develop a procurement management plan that guides the acquisition of resources needed for the project.	Interviews with key stakeholders and AOK's financial data.	<i>PMBOK® guide (2017)</i> and other books, online journals, government reports, and PMI and other online articles on project procurement management.
10. To create a stakeholder management plan that identifies stakeholders, their expectations, possible impact on the project, and which prescribes an approach to managing them.	Interview with key stakeholders.	<i>PMBOK® guide (2017)</i> and other books, online journals, government reports, and PMI and other online articles on project stakeholder management.

3.2 Research Methods

Research methods are defined as “the strategies, processes or techniques utilized in the collection of data or evidence for analysis in order to uncover new information or create better understanding of a topic” (Booth, 2018). The main categories of research methods are qualitative, quantitative, and mixed research methods.

Qualitative research is elaborated upon in section 3.2.3. Quantitative research “gathers numerical data which can be ranked, measured or categorised through statistical analysis” (Booth, 2018). It places emphasis on the use of statistical methods. Its data collection techniques include surveys, experiments, and systematic observations.

Mixed methods research combines the use of both qualitative and quantitative approaches and allows for deeper insights in the research topic.

The research methods for this FGP are as follows: analytic-synthetic, statistical, and qualitative.

3.2.1 Analytic-Synthetic Method

According to Cellucci (2013) the analytic-synthetic method “is the method according to which, to find a deduction of a given conclusion from given prime premises, one looks for premises for which the conclusion can be deduced by syllogism”. The analytic-synthetic method is one that is comprised of two parts, namely analysis and synthesis and within the method they are complimentary.

For the purpose of this FGP, the general objective of creating a project management plan will be broken down into specific objectives that will result in the creation of a project charter and subsidiary management plans. Literature from books, online articles, journals, and government documents will be analyzed for

relevance to the project management areas. Relevant content and strategies will be extracted and incorporated into the design of each subsidiary plan. The collating of the subsidiary plans to form the project management plan will form the basis of the synthetic component of the analytic-synthetic method.

3.2.2 Statistical Method

According to Ali (2016) “statistical methods involved in carrying out a study include planning, designing, collecting data, analysing, drawing meaningful interpretation and reporting of the research findings.” For the purpose of this FGP, the statistical method will involve the interpretation of existing statistical data for planning purposes. For example, statistics will be used to help define the scope of the project. The statistics will not be used to complete any statistical data runs.

3.2.3 Qualitative Method

Qualitative research involves the gathering of “data about lived experiences, emotions or behaviours, and the meanings individuals attach to them” (Booth, 2018). Some of its data collection techniques include focus groups, interviews, observations, and verbal accounts of life events. This FGP will primarily focus on interviews with key stakeholders to develop the charter and subsidiary plans. The summary of research methods for this FGP are shown in Chart 15 Research Methods.

Chart 15 Research Methods (Source: Author)

Objectives	Research methods		
	Analytic-Synthetic	Statistical	Qualitative
1. To create a project charter, which contains the high-level information of the project to ensure that the project	There will be a literature review and analysis of data from the <i>PMBOK® guide</i> (2017) and other books, online journals, PMI articles and other online articles that are relevant to the creation	Not applicable.	Interviews will be conducted with key stakeholders and the information provided will

Objectives	Research methods		
	Analytic-Synthetic	Statistical	Qualitative
manager is, authorized to apply resources to the project, and to create a project management plan in support of project integration.	of a project charter. The information contained within the documents will inform the development of the project charter.		be used in creating the project charter.
2. To develop a scope management plan that will define, validate and control the project scope.	There will be a literature review and analysis of data from the <i>PMBOK® guide</i> (2017) and other books, online journals, PMI articles and other online articles that are relevant to the creation of a scope management plan. The information contained within the documents will inform the development of the scope management plan.	Statistics will be used to inform the collect scope requirements process.	Interviews will be conducted with key stakeholders and the information provided will be used in creating the scope management plan.
3. To create a schedule management plan that will regulate the development, monitoring and control of the	There will be a literature review and analysis of data from the <i>PMBOK® guide</i> (2017) and other books, online journals, PMI articles and other online articles that are relevant to the creation	Not applicable.	Interviews will be conducted with key stakeholders and the information provided will

Objectives	Research methods		
	Analytic-Synthetic	Statistical	Qualitative
schedule.	of a scope management plan. The information contained within the documents will inform the development of the scope management plan.		be used in creating the schedule management plan.
4. To create a cost management plan that determines how the costs will be planned, structured and controlled.	There will be a literature review and analysis of data from the <i>PMBOK® guide</i> (2017) and other books, online journals, PMI articles and other online articles that are relevant to the creation of a cost management plan. The information contained within the documents will inform the development of the cost management plan.	Not applicable.	Interviews will be conducted with key stakeholders and the information provided will be used in creating the cost management plan.
5. To develop a quality management plan to ensure that the agreed-upon requirements of the stakeholders are incorporated.	There will be a literature review and analysis of data from the <i>PMBOK® guide</i> (2017) and other books, online journals, PMI articles and other online articles that are relevant to the creation of a quality management plan. The information contained within the documents will inform the	Not applicable.	Interviews will be conducted with key stakeholders and the information provided will be used in creating the quality management

Objectives	Research methods		
	Analytic-Synthetic	Statistical	Qualitative
	development of the quality management plan.		plan.
6. To create a resource management plan that identifies the human and other resources needed to determine the project's budget.	There will be a literature review and analysis of data from the <i>PMBOK® guide</i> (2017) and other books, online journals, PMI articles and other online articles that are relevant to the creation of a resource management plan. The information contained within the documents will inform the development of the resource management plan.	Not applicable.	Interviews will be conducted with key stakeholders and the information provided will be used in creating the resource management plan.
7. To establish a communications management plan that reflects the information needs of stakeholders and guide the corresponding activities.	There will be a literature review and analysis of data from the <i>PMBOK® guide</i> (2017) and other books, online journals, PMI articles and other online articles that are relevant to the creation of a communications management plan. The information contained within the documents will inform the development of the communications management plan.	Not applicable.	Interviews will be conducted with key stakeholders and the information provided will be used in creating the communications management plan.

Objectives	Research methods		
	Analytic-Synthetic	Statistical	Qualitative
8. To formulate a risk management plan that establishes the approach for dealing with identified and unidentified risks.	There will be a literature review and analysis of data from the <i>PMBOK® guide</i> (2017) and other books, online journals, PMI articles and other online articles that are relevant to the creation of a risk management plan. The information contained within the documents will inform the development of the risk management plan.	Not applicable.	Interviews will be conducted with key stakeholders and the information provided will be used in creating the risk management plan.
9. To develop a procurement management plan that guides the acquisition of resources needed for the project.	There will be a literature review and analysis of data from the <i>PMBOK® guide</i> (2017) and other books, online journals, PMI articles and other online articles that are relevant to the creation of a procurement management plan. The information contained within the documents will inform the development of the procurement management plan.	Not applicable.	Interviews will be conducted with key stakeholders and the information provided will be used in creating the procurement management plan.
10. To create a stakeholder management plan	There will be a literature review and analysis of data from the <i>PMBOK® guide</i>	Not applicable.	Interviews will be conducted with key

Objectives	Research methods		
	Analytic-Synthetic	Statistical	Qualitative
that identifies stakeholders, their expectations, possible impact on the project, and which prescribes an approach to managing them.	(2017) and other books, online journals, PMI articles and other online articles that are relevant to the creation of a stakeholder management plan. The information contained within the documents will inform the development of the stakeholder management plan.		stakeholders and the information provided will be used in creating the stakeholder management plan.

3.3 Tools

The FGP tools are presented in details in Chart 16 Tools.

Chart 16 Tools (Source: Author and *PMBOK® guide 2017*)

Objectives	Tools
1. To create a project charter, which contains the high-level information of the project to ensure that the project manager is authorized to apply resources to the project, and to create a project management plan in support of project integration.	Expert judgment, data gathering, interpersonal and team skills, data analysis, decision making, meetings and change control tools.
2. To develop a scope management plan that will define, validate, and control the project scope.	Expert judgment, data analysis, meetings, data gathering, decision making, interpersonal and team skills, and decomposition.

Objectives	Tools
3. To create a schedule management plan that will regulate the development, monitoring, and control of the schedule.	Expert judgment, rolling wave planning, decision making, dependency determination (discretionary and external).
4. To create a cost management plan that determines how the costs will be planned, structured, and controlled.	Expert judgment, parametric estimating, analogous estimating, and reserve analysis.
5. To develop a quality management plan to ensure that the agreed-upon requirements of the stakeholders are incorporated.	Expert judgment, data gathering from informal interviews, and data representation using flow charts.
6. To create a resource management plan that identifies the human and other resources needed to determine the project's budget.	Expert judgment, data representation, parametric estimating, decision making and interpersonal and team skills.
7. To establish a communications management plan that reflects the information needs of stakeholders and guide the corresponding activities.	Expert judgment, communications requirement analysis, communication technology, communication methods and data representation.
8. To formulate a risk management plan that establishes the approach for dealing with identified and unidentified risks.	Expert judgment, data analysis, and meetings.
9. To develop a procurement management plan that guides the acquisition of resources needed for the project.	Expert judgment, data gathering, data analysis, and source selection analysis.
10. To create a stakeholder management plan that identifies stakeholders, their expectations,	Expert judgment, meetings, data gathering, data analysis, and data representation.

Objectives	Tools
possible impact on the project, and which prescribes an approach to managing them.	

3.4 Assumptions and Constraints

An assumption is defined as “a factor in the planning process that is considered to be true, real or certain without proof or demonstration” (PMI, 2017a). In projects, assumptions made at the start of a project may be proven as true or false. The role of assumptions is that they assist with planning for risk management. If an assumption is made, for example, that all of the needed resources will be available for a project, one must consider the impact of what will happen if the alternative is realized. What will occur if all of the resources are not provided on time or in the quantity required? Will the project still be able to meet its objectives? A thorough assessment of assumptions will be critical to the success of planning for risks. It is imperative that assumptions are well-documented, communicated to senior management and relevant stakeholders, as well as be properly managed (Retfalvi, 2011).

A constraint is defined as “a limiting factor that affects the execution of a project, program, portfolio or process” (PMI, 2017a). Traditionally, in project constraints scope, time and cost are considered as the triple constraints, and most attention is focused on them. This does not suggest that they represent an exhaustive list of constraints. In fact, other approach to project management such as PRINCE2™ identifies six constraints. These include the traditional triple constraints, as well as quality, benefits and risks (Siegelau, 2007).

Quality can be a constraint because a project is expected to be explicit in the definition of the characteristics of a deliverable. The definitions are limiting factors, for example; if one is expected to construct a concrete house then the house cannot be made from board. With regards to benefits, the project team must

ensure that the project during its execution will still deliver the planned and intended benefits. If the EEFs such as the market for a product changes, and the benefits can no longer be realized, this will form a constraint on the project. Further, risk is a constraint on projects because the steps required to mitigate them will directly impact on the resources of a project. Therefore, a project may have to be redesigned to avoid some risks altogether. In this way, the project's design is limited.

The assumptions for this FGP are listed below:

1. That the technologies needed to complete the project will remain accessible and functional.
2. That feedback from the tutor and reviewers will be delivered in a timely manner.
3. That the time allotted to complete the project is sufficient.
4. That the requirements for completing the FGP will remain constant for the duration of the activity.
5. That the project can be completed by the project manager.
6. That the funding required will be available for the completion of the FGP.
7. That all of the required information needed to complete the FGP will be available.

The constraints for this FGP are listed below:

1. Scope - The use of the FGP template, as provided by UCI, is mandatory.
2. Time - The time needed to complete each phase of the FGP is limited by UCI.
3. Cost - Limited funds to complete the FGP.
4. Resources – Only one person is responsible for completing the FGP.

The summary of assumptions and constraints for each of the project's objectives are shown in Chart 17 Assumptions and Constraints.

Chart 17 Assumptions and Constraints (Source: Author)

Objectives	Assumptions	Constraints
1. To create a project charter which contains the high-level information of the project to ensure that the project manager is authorized to apply resources to the project, and to create a project management plan in support of project integration.	The information required to complete the project charter will be available in a timely manner.	Time – There is limited time to complete the project charter.
2. To develop a scope management plan that will define, validate, and control the project scope.	The expected deliverables of the project are explicitly stated by the key stakeholders. In addition, it is assumed that the scope management plan will be comprehensive and include all of the work to be performed.	Time – There is limited time to complete the scope management plan. Resources – The resources available will limit the scope of the project as it is capital intensive.
3. To create a schedule management plan that will regulate the development, monitoring, and control of the schedule.	That the sponsors will list all of the activities to be completed, so that they can be logically sequenced. Also, that the time provided to complete the schedule management plan will be adequate.	Time – There is limited time to complete the schedule management plan. Also, there is limited time to complete the implementation of the project.
4. To create a cost	That all project inputs and	Cost - There is a set

Objectives	Assumptions	Constraints
management plan that determines how the costs will be planned, structured, and controlled.	their quantities will be provided in a timely manner to complete the cost management plan. Also, that the cost management plan will meet the needs of the project.	project budget which must not be exceeded. The cost of each hamper or voucher value should not exceed \$50 except in special circumstances.
5. To develop a quality management plan to ensure that the agreed-upon requirements of the stakeholders are incorporated.	That the quality requirements will be shared in a timely manner. Also, that the quality management plan will be completed on time and be reflective of all of the requirements.	Time – There is limited time to complete the quality management plan. Cost – Limits the type and quality of food that the project can provide and the value of vouchers, based on the funding which is available.
6. To create a resource management plan that identifies the human and other resources needed to determine the project's budget.	That the resources needed will be provided in a timely and comprehensive manner. Also, that the completed resource management plan will include all of the human and other resources needed to determine the project's budget.	Time – There is limited time to complete the resource management plan. Cost – The project's budget will limit the amount and type of resources that can be provided.
7. To establish a communications management plan that	That the communication needs of all stakeholders will be provided. Also, that the	Time – There is limited time to complete the communications

Objectives	Assumptions	Constraints
reflects the information needs of stakeholders and guide the corresponding activities.	completed communications management plan will be effective in guiding the communication activities. In addition, it is assumed that the communication technologies needed will be available for use.	management plan. Cost – The project's budget will limit the type of communication activities that can be undertaken. Scope – The scope of the project will limit the stakeholders who needs to be included in communication activities.
8. To formulate a risk management plan that establishes the approach for dealing with identified and unidentified risks.	That both threats and opportunities will be identified as risks. Also, that the risk management plan will be inclusive of an approach for dealing with identified and unidentified risks.	Cost – If in the planning process high impact and high cost risks are not identified, then there will be insufficient resources to deal with the risks.
9. To develop a procurement management plan that guides the acquisition of resources needed for the project.	That the procurement needs are clearly expressed so that the procurement management plan meets the needs of the project. Also, that local suppliers can meet the requirements of the project.	Time – There is limited time to develop the procurement management plan. Cost – The project's budget will determine whether local suppliers alone can be used or whether international supplies can also be used.

Objectives	Assumptions	Constraints
		Regulations - The implementation of emergency regulations may result in national lockdowns that will affect the availability of food supplies.
10. To create a stakeholder management plan that identifies stakeholders, their expectations, possible impact on the project, and which prescribes an approach to managing them.	That all stakeholders will be identified and analyzed. That the stakeholder management approach will be suitable for the needs of the project.	Time - There is limited time to complete the stakeholder management plan. Stakeholders - Their level of interest and involvement may fluctuate during the project and could possibly negatively impact the project.

3.5 Deliverables

A deliverable is defined as “any unique and verifiable product, result or capability to perform a service that is required to be produced to complete a process, phase or project” (PMI, 2017a). The deliverables of a project represent the total scope of a project and are displayed in a WBS. Importantly, “deliverables can vary according to the project’s specifications and the stakeholders’ requirements” (ProjectManager.com, n.d.). Examples of deliverables include project plans and reports.

The following are the deliverables for this FGP and they are shown in Chart 18 Deliverables:

- A project charter – Contains the high-level information of the project and authorizes the project manager to apply resources to the project.
- Scope management plan – It will define, validate, and control the project's scope.
- Schedule management plan – It will regulate the development, monitoring, and control of the schedule.
- Cost management plan – It will determine how the costs will be planned, structured, and controlled.
- Quality management plan – It will ensure that the agreed-upon requirements of the stakeholders are incorporated in the project.
- Resources management plan - It will identify the human and other resources needed to determine the project's budget.
- Communications management plan - It will reflect the information needs of stakeholders and guide the corresponding activities.
- Risk management plan - It will establish the approach for dealing with identified and unidentified risks.
- Procurement management plan - It will guide the acquisition of resources needed for the project.
- Stakeholder management plan - It will identify stakeholders, their expectations, possible impact on the project, and which prescribes an approach to managing them.

Chart 18 Deliverables (Source: Author, 2021)

Objectives	Deliverables
1. To create a project charter which contains the high-level information of the project to ensure that the project manager is authorized to apply resources to the project, and to create a project management plan in support of	A project charter and a project management plan.

project integration.	
2. To develop a scope management plan that will define, validate, and control the project scope.	A scope management plan.
3. To create a schedule management plan that will regulate the development, monitoring, and control of the schedule.	A schedule management plan.
4. To create a cost management plan that determines how the costs will be planned, structured, and controlled.	A cost management plan.
5. To develop a quality management plan to ensure that the agreed-upon requirements of the stakeholders are incorporated.	A quality management plan.
6. To create a resource management plan that identifies the human and other resources needed to determine the project's budget.	A resource management plan.
7. To establish a communications management plan that reflects the information needs of stakeholders and guide the corresponding activities.	A communications management plan.
8. To formulate a risk management plan that establishes the approach for dealing with identified and unidentified risks.	A risk management plan.
9. To develop a procurement management plan that guides the acquisition of resources needed for the project.	A procurement management plan.
10. To create a stakeholder management plan that identifies stakeholders, their expectations, possible impact on the project, and which prescribes an approach to managing them.	A stakeholder management plan.

4. Results

4.1. AOK Integration Management Plan

4.1.1 Project Integration Management Plan Introduction and Approach

The project integration management plan included the following processes: develop project charter, develop project management plan, direct and manage project work, manage project knowledge, monitor and control project work, perform integrated change control and close project or phase.

The project manager was assigned responsibility for managing project integration. In order to perform project integration the project manager will use Microsoft Excel to keep track of data including the budget and donations made to date. A key visual tool that will be used is Google Maps to constantly update the project's Impact Map which displays the communities in which donations were distributed. Microsoft Word will be used to draft press releases to keep the public and donors abreast of the project's progress. Further to this, the project manager will ensure that the project team members use a collaborative approach which is vital to succeeding in an agile working environment. In addition, the project manager will allow team members the flexibility required to adjust to changes to the status quo.

It was established that the board of directors would be responsible for project governance. Additionally, the board would serve as the change control board. Reports generated at the operational level would be submitted to the board for review and action, where necessary.

4.1.2 AOK Project Charter

The first step in performing project integration was the creation of a project charter with the specific purpose of summarizing the high-level requirements of the project. The high level requirements were expounded upon further in the other subsidiary project management plans. Chart 19 AOK Project Charter was constructed using UCI's project charter template received during the Graduation Seminar, Microsoft

Word and expert judgment. The charter reflected decisions made on resource allocation and the need to balance competing demands. Of critical importance was that the project charter allowed the project manager “the authority to apply organizational resources to project activities” (*PMBOK® guide*, 2017, p.75).

Chart 19 AOK Project Charter (Source: Author’s elaboration using UCI’s project charter template)

GENERAL PROJECT INFORMATION	
Project Name:	Acts of Kindness Initiative.
Project Sponsor:	Acts of Kindness Foundation Grenada Incorporated.
Project Manager:	Ayanna Williams.
Project Manager Responsibilities:	To be responsible for the day-to-day management of the project and its resources.
Organizational Unit:	Acts of Kindness Foundation Grenada Incorporated.
Expected Start Date:	April 1, 2020.
Expected Completion Date:	August 31, 2021.
Estimated Costs:	XCD \$55,000.
PROBLEM, ISSUE, GOALS, OBJECTIVES, DELIVERABLES	
Problem or Issue:	The Government of Grenada’s response to Covid-19 pandemic resulted in a national lockdown of the country which resulted in the loss of employment for many, particularly those in the tourism industry. In addition, persons with seasonal and casual employment were also hard hit due to the curfew that was enforced to curb the spread of the coronavirus. The result was that many families experienced food shortages due to lost income.
Purpose of Project:	To provide food hampers/vouchers to families facing food shortages.
Goals:	To provide food security for families affected by the Covid-

	19 pandemic.
Objectives:	<ol style="list-style-type: none"> 1. To provide \$50 food hampers/vouchers to 1,000 families negatively impacted by the Covid-19 pandemic by August 31, 2021. 2. To distribute food hampers/vouchers to families residing in all seven parishes in Grenada by August 31, 2021. 3. To partner with six governmental and non-governmental organizations by August 31, 2021 to provide relief to their clients including prisoners, the mentally ill, the homeless, teenage mothers, vulnerable women, and persons living with disabilities.
Expected Deliverables:	<ol style="list-style-type: none"> 1. One thousand food hampers/vouchers delivered to families in need. 2. Impact of the project in all seven parishes of Grenada. 3. Partnership with six governmental and non-governmental organizations.
HIGH LEVEL REQUIREMENTS	
<p>The project's high-level criteria are as follows:</p> <ul style="list-style-type: none"> • Safe working environment for the project team members. • Basic food items that are used by a wide cross section of the population are nutritious and non-perishable. • Conduct procurement for hampers in bulk to reduce on the cost of food items. 	
PROJECT SCOPE & SCHEDULE	
Within Scope	<ul style="list-style-type: none"> • Providing food hampers/vouchers directly or through

	<p>third parties to beneficiaries in all seven parishes.</p> <ul style="list-style-type: none"> • Partnership with government and non-government entities. • Seventeen months' duration.
Outside of Scope	<ul style="list-style-type: none"> • Provision of household goods such as sanitizing solutions and laundry supplies to beneficiaries. • Provision of cash donations to beneficiaries. • Use of vouchers by beneficiaries to purchase alcoholic or tobacco products.
PROJECT RESOURCES	
Project Team	<ul style="list-style-type: none"> • Board of directors • Project manager • Logistics/Distribution coordinator • Procurement coordinator • Volunteers
Support Resources	Funds, bags, sanitizing supplies, transportation, printing materials, and equipment.
PROJECT BENEFITS & CUSTOMERS	
Process Owner	Ayanna Williams
Key Stakeholders	<ul style="list-style-type: none"> • Acts of Kindness Foundation Grenada Incorporated • Government ministries and statutory bodies. • Non-governmental organizations • Project team members • Volunteers

	<ul style="list-style-type: none"> • Suppliers • Beneficiaries
Final Beneficiaries	One thousand families in need across the seven parishes.
Expected Benefits	<ul style="list-style-type: none"> • That 1,000 families will become more food secure. • Decreased hunger experienced by families.
PROJECT RISKS, CONSTRAINTS, ASSUMPTIONS	
Risks:	<ul style="list-style-type: none"> • Funding - Lack of adequate funding to provide 1,000 food hampers/vouchers. • Cost - That the Covid-19 pandemic may lead to a scarcity of food supplies thereby driving up the cost of food items. • Time - There is a 17 months' period to execute the project. • Resources - Some volunteers may not be available when needed due to changes in their employment. For example, some may be placed on shifts or job rotation. • Communication - There is a risk that the mandated social distancing of 6 feet and curfew will limit opportunities for face-to-face planning and decision making. This, therefore, creates a reliance on technology to communicate effectively and efficiently. • Technology - There is a risk that with a national increase in online technologies, that there may be challenges with accessing the internet due to increased bandwidth usage. This may result in

	<p>communication delays.</p> <ul style="list-style-type: none"> • Government regulations can impact schedule – This can result in the suspension or delay of distribution activities should inter-parish travel be prohibited. • Covid-19 pandemic - Possible implications to the project's human resources through illness, related downtime, and possible deaths. • Facilities - A lack of a permanent facility for packaging and storage may impede the project schedule.
Constraints:	<ul style="list-style-type: none"> • Scope - Limited to 1,000 families. • Time - Limited to 17 months' implementation period. • Cost - Project budget is XCD \$55,000 in cash and in-kind.
Assumptions:	<ul style="list-style-type: none"> • Funding will be available to provide 1,000 food hampers/vouchers. • Volunteers will provide labour and transportation assistance. • Project team members will remain for the duration of the project. • That project team have the requisite project skills, experience, and attitude to ensure the successful completion of the project.
SUMMARY MILESTONES	
<ul style="list-style-type: none"> • Project start – April 1, 2020. 	

<ul style="list-style-type: none"> Partnership with three government and non-government organizations – August 31, 2020. Distribution of 50% of the hampers/vouchers - November 30, 2020. Impact in five parishes – December 31, 2020. Distribution of 75% of the hampers/vouchers - April 30, 2021. Project completion and approval – August 31, 2021. 	
PROJECT SUCCESS CRITERIA	
<p>The project's success criteria are as follows:</p> <ul style="list-style-type: none"> It is completed within the budget of XCD \$55,000. It provides food hampers/vouchers to 1,000 families in need. It is completed within 17 months. It impacts all seven parishes. Partnership with six governmental and non-governmental organizations. 	
PROJECT EXIT CRITERIA AND APPROVAL	
Project Phases	<ul style="list-style-type: none"> The project exit criteria to close each phase is that the deadline and deliverable are met.
Project	<ul style="list-style-type: none"> The project exit criteria to close or cancel the project are if insufficient funds are received, the board of directors upon the recommendation of the project manager will vote to cancel the project.
Approval	<ul style="list-style-type: none"> The board of directors will determine if the project is a success and when a determination is made, the board members will sign off on the project.

4.1.3 Develop Project Management Plan

Defining, coordinating and preparing the project management plan was led by the researcher. The inputs used in the develop project management plan process were the project charter, outputs from the other processes related to the remaining nine knowledge areas EEFs and OPAs. The tools and techniques used were expert judgment, data gathering, facilitation and meetings. The components of the plan were the deliverables of the FGP's specific objectives and these covered the 10 knowledge areas of project management. The plan was tailored to meet the needs of the project and was also left flexible enough to allow for agile implementation. The project management plan will be a useful document to guide the executing, monitoring, controlling and closing activities of the project team. Within the project management plan scope, schedule and cost were baselined. The baselines will prove valuable assets to the project manager and the project team to help assess the performance of the project. Whenever the change control board approves changes, the relevant components of the project management plan will be updated.

4.1.4 Direct and Manage Project Work

The project manager will lead the direct and manage project work process. The inputs for the process were identified as the project management plan, project documents including the change log, approved change requests, EEFs and OPAs. The project manager will harness expert judgment from team members, and coordinate meetings in support of the process. Additionally, the project manager will be directly responsible for the implementation of approved changes. Further, the project manager will supervise the day-to-day duties of the team members to ensure adherence to the project management plan. To facilitate efficiency and effectiveness, the project manager will ensure that resources are made available on time and in sufficient quantities, while at the same time, holding coordinators and volunteers accountable for usage practices. Moreover, inefficiencies will be addressed as soon as they are identified and this will be implemented through preventative or corrective action, whichever is appropriate. When faced with

difficult situations that may upend the project, the project manager will consult the board of directors.

4.1.5 Manage Project Knowledge

The implementation of the Acts of Kindness Initiative Project will greatly assist the foundation with organizational learning. Therefore the project manager will strategically use existing knowledge of team members to achieve the project's general and specific objectives. Moreover, the project manager will collaborate with the project team to create and use new knowledge, and to ensure that the same is recorded and retained for future use. Due to the newness of the organization, there will be heavy reliance on interpersonal and team skills such as active listening and facilitation, to build camaraderie to ensure that team members feel comfortable to share new knowledge with each other.

4.1.6 Monitor and Control Project Work

Due to limited resources being available for project implementation it is imperative that emphasis be placed on the monitor and control project work process, to effectively track and review project performance. In addition, the process is essential to keeping all project stakeholders abreast of performance through reporting mechanisms. Among the various project inputs needed to complete this process, critical to success, is the use of work performance information upon which data analysis can be performed to influence decision making. Data analysis techniques to be used will include among others earned value analysis and variance analysis. Monitor and control project work process will be repeated for every phase and it is intended to effect process improvement. Preventative and corrective actions will be planned and the results of these actions will be assessed. The overall aim of performing this process will be to ensure alignment of project implementation with the project management plan.

4.1.7 Perform Integrated Change Control

Any project stakeholder will be able to initiate a change request. These requests should be forwarded to the project manager who will then vet the requests to determine whether same should be forwarded to the attention of the change control board for decision making. The decision of the board will be communicated by the project manager to the project team members and key stakeholders. The project manager would be responsible for managing approved changes. All approved changes will be appropriately documented by updating the project management plans and project documents. Also, plans will be developed for new risks deriving from the approved changes. The perform integrated change control process will be repeated throughout project implementation. Tools and techniques identified to perform integrated change control were expert judgment, data analysis, voting and meetings.

4.1.8 Close Project of Phase

This process will be repeated throughout the project life cycle at the end of every phase and at the end of the project. In order to complete the process the project manager will take the lead in reviewing the project management plan and will compare same with the results of the phase or project to determine if all planned activities and deliverables were completed and accepted. To satisfactorily complete this process, the project manager will also ensure that vendors have charged all appropriate costs to the project, that outstanding bills are paid, that resources are reassigned, where applicable. In addition, lessons learnt will be identified and recorded, and reports will be completed. If the project is terminated prematurely the project manager will document the justification for the action.

4.2. AOK Scope Management Plan

4.2.1 Scope Management Plan Introduction and Approach

The purpose of this scope management plan for the Acts of Kindness Initiative Project was to ensure that the scope was properly defined, validated, and

controlled. The plan incorporated the various processes as outlined in the *PMBOK® guide* (2017). These processes are plan scope management, collect requirements, define scope, create WBS, validate scope and control scope. The agile approach to scope management was preferred due to the legal restrictions such as curfews enforced to regulate the movement of people and high demand for basic food items which can affect supplies. Therefore, at the start of each iteration, the product requirements will be reviewed based on demand and availability. The development of the scope management plan will be the primary responsibility of the project manager.

4.2.2 Plan Scope Management

Scope management was initially planned by reviewing the project charter, facilitating interviews with key stakeholders, an assessment of the EEFs, and a review of Grenada's census data. The scope statement and the work breakdown structure (WBS) provided clarity on the scope. In the future, requests for changes to the scope of the project will be made through the change control process.

To ensure that the project scope is undertaken as approved, the following are the proposed roles and responsibilities as outlined in Chart 20 AOK Scope Roles and Responsibilities.

Chart 20 AOK Scope Roles and Responsibilities (Source: Author's elaboration based on the Acts of Kindness Initiative Project)

Roles	Responsibilities
Project sponsor	<ul style="list-style-type: none"> • Its board of directors serve as the control change board. • Makes determination of change control requests. • Provides funds for the project. • Maintains oversight of the project.
Project manager	<ul style="list-style-type: none"> • Can initiate change requests.

	<ul style="list-style-type: none"> • Receives change requests from project stakeholders. • Conducts an assessment of the impact of proposed changes for presentation to the change control board. • Documents change requests and their outcomes. • Communicates all final decisions of the change control board to key stakeholders. • Responsible for implementing all approved changes.
Key stakeholders including project team members	<ul style="list-style-type: none"> • Can make change requests. • Where applicable, is responsible for implementing approved changes upon the request of the project manager.

4.2.3 Collect Requirements

As a new organization, the Acts of Kindness Foundation Grenada Incorporated did not have a formal requirements collection system. This situation was compounded by the restrictions of the pandemic, the agile nature of the project and the inability to have all stakeholders in the same location, and being available all at the same time to discuss requirements. Therefore, the project sponsor determined the target number of beneficiaries and the budget. The target number (1000) of beneficiaries was based on less than 1% of the 2011 population (See Appendix 2 Total Population Count by Parish 2011) based on the funds available. It was also determined that the target beneficiaries would include both males and females from all seven parishes. The number of males and females per parish based on the 2011 census is shown in Appendix 3 Demographic Indicator-Sex.

Further to this, the target beneficiaries would include vulnerable persons in society including prisoners, the mentally ill, the homeless, teenage mothers, vulnerable women, and persons living with disabilities. Appendix 4: Employed Population by Category of Worker and Sex – 2011 showed that 67.3% of the employed

population was either a paid private employee (45.9%), a paid employee at a private home (3.6%), self-employed with paid employees (5.2%) or self-employed without paid employees (12.6%). This meant that a significant percent of the labor force would have been directly impacted by pandemic lockdowns resulting in job losses in the private sector. The spin off from reduced money circulating in the economy was the loss of income by self-employed persons. As a result, there was a need for the scope of the project to reflect a diversity in sex, age and socioeconomic backgrounds.

The product specification was determined in collaboration through informal interviews with the initial cluster of key stakeholders including supermarkets, to determine what items should be included in the food hampers. With every iteration, the product specification will be refined based on the specific needs of the partners' clients. Where iterations do not target partner identified beneficiaries, the product specification will also be guided by food items that are usually included in the calculation of Grenada's Consumer Price Index such as pasta products, cooking oil, rice, cereal products, margarine, preserved vegetables, and preserved milk (Brizan, 2015).

The following were the requirements for the vouchers:

1. Redeemable at specific locations that are printed on each voucher.
2. Where vouchers are distributed through third parties, such as partners, the names of the beneficiaries must be written on each voucher.
3. Must not be redeemable for alcohol, tobacco or household products.
4. Should include all applicable rules for redemption such as proof of a valid ID.
5. Must have an expiration date.
6. Must include the name of the donor, if requested.
7. Value must not exceed \$50 in normal circumstances.

The following were the project's requirements for the food hampers:

1. The value should not exceed \$50 in normal circumstances.

2. Should not contain alcohol, tobacco or household products.
3. Should contain one week's worth of shelf-stable and non-perishable food items that can feed a family of four for one week.

The following were the project's requirements based on informal interviews with some of the key stakeholders:

1. A budget of \$55,000.
2. A maximum of 1,000 beneficiaries.
3. Impact in all seven parishes.
4. Partnerships with six government entities and non-governmental organizations.
5. Efficiency in project implementation.
6. Timely payments.
7. Safe workspace for project team and volunteers.
8. Accountability to donors.

4.2.4 Define Scope

4.2.4.1 Products Scope Description. The two products to be created from this project are food hampers and food vouchers. The cost of individual food hampers in general should not exceed \$50; however, in exceptional circumstances where families are large, consideration will be given to providing \$100 food hampers. The food hampers should contain one week's worth of shelf-stable and non-perishable food items that can feed a family of four. Where the food vouchers are distributed through partnerships with governmental and non-governmental organizations, the names of the beneficiaries should be included on the voucher. Vouchers should include the rules for their redemption at the vendors, name of donors, if requested, and date of expiration. The product scope excludes the provision of alcohol, tobacco, and household products such as sanitizers and laundry detergent. It also excludes direct cash contributions to beneficiaries.

4.2.4.2 Project Scope Description. The scope of the project was defined through interviews with key stakeholders, assessment of the EEFs, and upon review of Grenada's 2011 census data. It was determined that the project would provide food hampers/vouchers directly or through third parties to beneficiaries in all seven parishes in iterations. Partnerships with six government and non-government entities would be established to identify and provide support to beneficiaries. The project's duration would be 17 months and the budget was calculated at \$55,000.

4.2.4.3 Project Deliverables. The following are the project's deliverables:

1. One thousand food hampers/vouchers delivered to families in need.
2. Impact of the project in all seven parishes of Grenada.
3. Partnership with six governmental and non-governmental organizations to provide relief to their clients.

4.2.4.4 Project Acceptance Criteria. The following are the projects acceptance criteria:

1. The project must be completed within budget of XCD \$55,000.
2. One thousand families in need received one week of food security from food hampers/vouchers by August 31, 2021.
3. Partnerships established with six governmental and non-governmental organizations, which provided relief to their clients.
4. The project makes an impact in all seven parishes in Grenada by August 31, 2021.
5. The project is completed within 17 months.

4.2.4.5 Project Exclusions. The following are the project's scope exclusions:

1. Provision of household goods such as sanitizing solutions and laundry supplies to beneficiaries.
2. Provision of cash donations to beneficiaries.
3. Use of vouchers by beneficiaries to purchase alcoholic or tobacco products.

4.2.4.6 Project Constraints. The following are the project's constraints:

1. Scope - Limited to 1,000 families.
2. Time - Limited to 17 months' implementation period.
3. Cost - Project budget is XCD \$55,000 in cash and in-kind.

4.2.4.7 Project Assumptions. The following are the project's assumptions:

1. Funding will be available to provide 1,000 food hampers/vouchers.
2. Volunteers will provide labour and transportation assistance.
3. Project team members will remain for the duration of the project.
4. That project team have the requisite project skills, experience, and attitude to ensure the successful completion of the project.

4.2.5 Create WBS

The project manager will be responsible for the creation of the WBS based on the approved scope. The WBS will be reviewed by the project team and the project sponsor to ensure that all work packages and corresponding activities for process and product-related tasks are included in support of the deliverables. Further, the WBS as shown in Figure 9 AOK WBS will be reviewed by the aforementioned to ensure that the sequencing of activities was logical. Due to the agile life cycle, approved changes in the scope of the project and the products will mandate changes to the WBS and its related WBS dictionary shown in Chart 21 AOK WBS Dictionary.

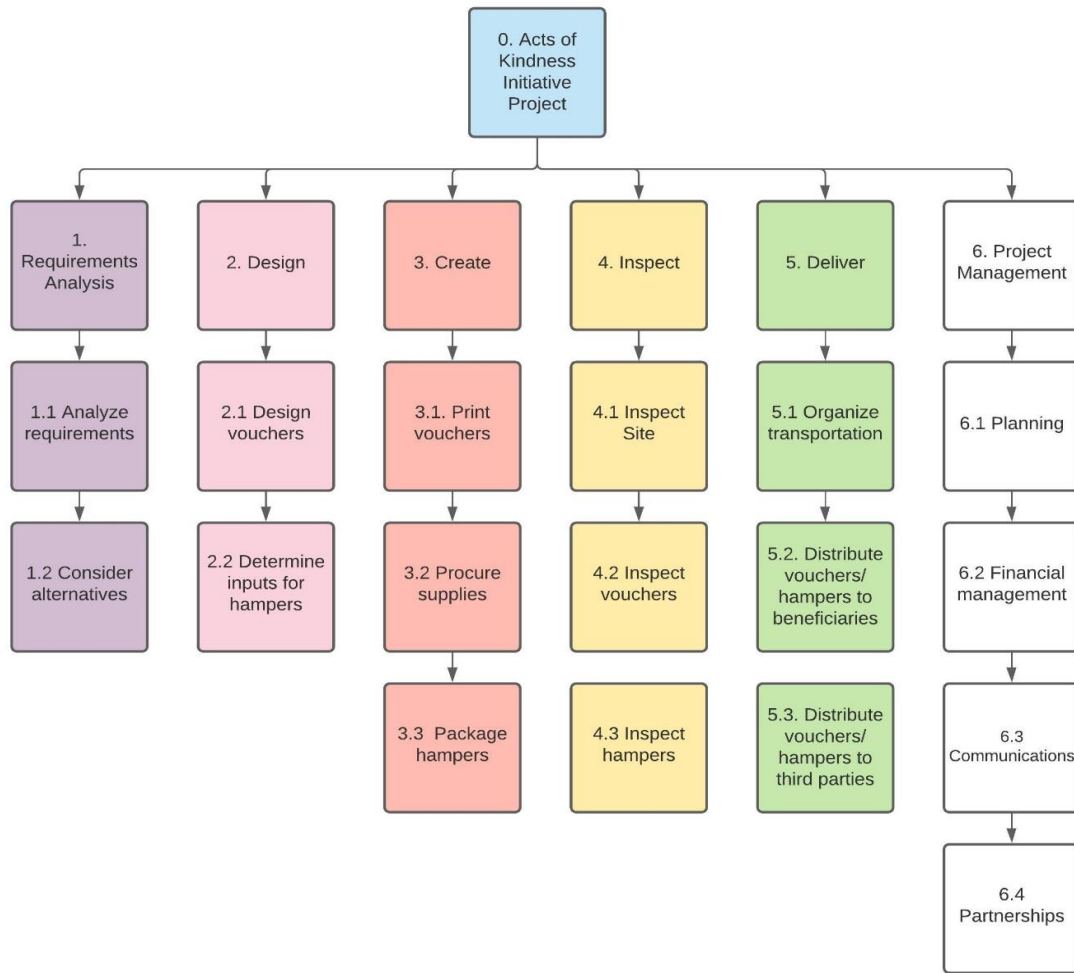


Figure 9 AOK WBS (Source: Author and created using Lucidchart)

Chart 21 AOK WBS Dictionary (Source: Compiled by author based on the PMBOK® guide, 2017, p.168)

Code of Account Identifier	Description	Assumptions and/or Constraints
0.	Acts of Kindness Initiative Project	The project is limited to a budget of \$55,000, 1,000 families and 17 months' duration.
1.	Requirements analysis	It is assumed that all requirements will be clearly stated to ensure proper analysis.

Code of Account Identifier	Description	Assumptions and/or Constraints
1.1	Analyze requirements	It is assumed that the project team will have the skills needed to analyze the requirements.
1.2	Consider alternatives	It is assumed that the project team will be innovative when considering alternatives.
2.	Design	It is assumed that the information needed will be readily available to complete the design of the hampers and vouchers.
2.1	Design vouchers	The design of the vouchers is constrained by the material, graphics, and ink available by the donor of the vouchers.
2.2	Determine inputs for hampers	The inputs are constrained by the availability of food items by the vendors.
3.	Create	It is assumed that the resources needed to create hampers and vouchers will be available when required.
3.1	Print vouchers	It is assumed that the equipment and supplies will be readily available.
3.2	Procure supplies	It is assumed that food supplies will be available for procurement.
3.3	Package hampers	It is assumed that there will be adequate human resources available to package food hampers.
4	Inspect	It is assumed that all vouchers and hampers will be inspected before distribution.
4.1	Inspect site	A constraint will be the limited time available to conduct site inspection.

Code of Account Identifier	Description	Assumptions and/or Constraints
4.2	Inspect vouchers	It is assumed that there will be sufficient time to inspect all vouchers before distribution to third parties and beneficiaries.
4.3	Inspect hampers	It is assumed that there will be sufficient time to inspect all hampers before distribution to third parties and beneficiaries.
5.	Deliver	It is assumed that there will be adequate volunteers to assist with delivery.
5.1	Organize transportation	It is assumed that transportation will be available when needed.
5.2	Distribute vouchers or hampers to beneficiaries	It is assumed that beneficiaries will be at home or come to distribution locations to collect vouchers and hampers.
5.3	Distribute vouchers or hampers to third parties	It is assumed that third parties will have adequate transportation and personnel to distribute vouchers or hampers to beneficiaries.
6.	Project management	It is assumed that the project manager will have the requisite skills to manage the project.
6.1	Planning	It is assumed that the key stakeholders will invest adequate time in planning the project.
6.2	Financial management	It is assumed that the project team will have the knowledge, skills and abilities to manage the finances of the project.

Code of Account Identifier	Description	Assumptions and/or Constraints
6.3	Communications	Communications will be constrained by the legal restrictions that limit face-to-face interactions due to the pandemic.
6.4	Partnerships	It is assumed that the governmental and non-governmental partners will be willing to collaborate in support of the project.

4.2.6 Validate Scope

The project will be implemented using its agile project life cycle; therefore, validate scope will occur at the end of each iteration. The validation will include a review of the project management plan, project documents, verified deliverables, and work performance data by the project manager in collaboration with the project sponsor. Thereafter, a determination will be made on whether the deliverables are accepted or rejected and why.

4.2.7 Control Scope

The project team will ensure that they perform only the work listed in the WBS to ensure that the project is completed within budget, scope, and schedule. In order to prevent scope creep, the scope of the project will be managed through a change control process. Change requests can be made by any project team member or key stakeholder, and made by any project team member or key stakeholder, and should be submitted to the project manager will determine whether same should be forwarded to the board of directors which will serve as the change control board. The decision of the board will be communicated by the project manager to the project team members and key stakeholders.

Given that the project will be operating during a pandemic where access to appropriate technologies may be limited, there will not be strict adherence to the

submission of change requests using an established template. However, requests should be as specific as possible, to ensure that they can be assessed for their impact on the project's scope, cost, schedule, and quality.

With the agile life cycle, it is possible for the scope to be changed over time. For example, as a result of the partnerships there may be a need to adjust specific food items to satisfactorily address the food requirements of the clients, thereby mandating a change to the product scope. Thus, it is important that the strategies to control scope are repeated for each iteration.

4.3 AOK Schedule Management Plan

4.3.1 AOK Schedule Management Plan Introduction and Approach

The Schedule Management Plan was created to regulate the development, monitoring, and control of the schedule. The inputs for the plan included the project charter, the scope management plan, and the EEFs. The plan's development was also informed by local census data and other online articles about schedule management. As a new organization, AOK lacked OPAs. Due to the agile nature of the project, the schedule management plan will likely be changed based on new government regulations established in future versions of the Emergency Powers Regulations.

The tools and techniques used included expert judgment, rolling wave planning, decision making, and dependency determination (discretionary and external). The Project Schedule Management processes according to the *PMBOK® guide* (2017, p.173) were plan schedule management, define activities, sequence activities, estimate activity durations, develop schedule, and control schedule and they were all included in this plan.

4.3.2 Plan Schedule Management

The agile approach to project management required flexibility in developing the project schedule. Rolling wave planning was utilised to account for government

restrictions in movement. According to Sharma (2009) “the Rolling Wave Planning technique uses progressive elaboration, which is the act of elaborating the work packages in greater detail as the project unfolds.” Due to the high level of uncertainty and limitations curtailing free movement in Grenada, specific start and end dates for each iteration, with the exception of the first iteration, could only be estimated in advance using a 16 days’ implementation period. Thus, the entire 17-months’ duration was allotted for iterations wherein the project manager would determine the start and end dates as time progressed, based on the EEFs and availability of resources. Also, the project team would be allowed the flexibility to determine how many food hampers/vouchers would be distributed within each iteration. Moreover, the use of iterations would allow lessons learnt in previous iterations to be used in future iterations, where applicable. Notwithstanding the use of rolling wave planning, the summary milestones from the project charter would motivate the project team members to work towards attaining the achievements.

To guide the implementation of the project schedule, related roles and responsibilities were outlined in Chart 22 AOK Schedule Roles and Responsibilities.

Chart 22 AOK Schedule Roles and Responsibilities (Source: Author’s elaboration based on the Acts of Kindness Initiative Project and the Schedule Management Plan Template from the University of California, n.d.)

Roles	Responsibilities
Project Sponsor	<ul style="list-style-type: none"> • Review and approve the schedule baseline. • Its board of directors serve as the Control Change Board. • Makes determination of change control requests.
Project Manager	<ul style="list-style-type: none"> • Has primary responsibility for the development of the schedule management plan. • Leads the project team in implementing the scheduled activities. • Can initiate schedule change requests.

Roles	Responsibilities
	<ul style="list-style-type: none"> • Receives change requests from project stakeholders. • Conducts an assessment of the impact of proposed changes for presentation to the change control board. • Documents change requests and their outcomes. • Communicates all final decisions of the change control board to key stakeholders. • Responsible for implementing all approved changes.
Key stakeholders including Project Team members	<ul style="list-style-type: none"> • Informs the project manager of likely risks to the project schedule. • Can make schedule change requests. • Where applicable, is responsible for implementing approved changes upon the directive of the project manager.

4.3.3 Define Activities

A simple project template was used to list the activities of the Acts of Kindness Initiative Project as shown in Chart 23 AOK Activity List. Given that the project was initiated in 2020, the activities were already known based on experience with implementation. Therefore, the expert judgment of the project manager was used to create Chart 23 AOK Activity list which aligned with the activities listed in Figure 9 AOK WBS and in Chart 21 AOK WBS Dictionary. A separate milestone list was not created as the milestones were already stated in Chart 19 AOK Project Charter. Any proposed changes to the activities list must be done through the established change control process.

Chart 23 AOK Activity List (Source: Author's elaboration)

Level 1 - 0. Acts of Kindness Initiative Project		
WBS ID	Level 2 - Activity	Level 3 - Activities
1	Requirements analysis	1.1 Analyze requirements
		1.2 Consider alternatives
2	Design	2.1 Design vouchers
		2.2 Determine inputs for hampers
3	Create	3.1 Print vouchers
		3.2 Procure supplies
		3.3 Package hampers
4	Inspect	4.1 Inspect site
		4.2 Inspect vouchers
		4.3 Inspect hampers
5	Deliver	5.1 Organize transportation
		5.2 Distribute vouchers/hampers to beneficiaries
		5.3 Distribute vouchers/hampers to third parties
6	Project Management	6.1 Planning
		6.2 Financial management
		6.3 Communications
		6.4 Partnerships

4.3.4 Sequence Activities

In order to ensure that the activities are undertaken efficiently and effectively it was necessary to sequence the activities based on logical relationships. This was done using information from the scope baseline, activity list, and the milestones. The technique used was dependency determination using both mandatory and discretionary attributes. For example, a mandatory dependency was that WBS ID 3.3 Package hampers could only be performed after WBS ID 3.2 Procure supplies

was completed. An example of a discretionary dependency was WBS ID 4.2 Inspect vouchers and WBS ID 4.3 Inspect hampers where either activity could occur first or concurrently without negatively impacting the project. The output of the sequence activities process was the updating of the activity list.

4.3.5 Estimate Activity Durations

The unit of measurement selected was days. Consequently, for each iteration, the project manager will measure the activity durations in days. Any activity that was estimated to take less than a day was rounded up to one day. Activities were allowed to be completed on any day of the week, including weekends. The availability of financial, human, and physical resources will determine the number of vouchers/hampers that can be created and distributed per iteration, based on the period of free movement allowed by the Government.

Durations were estimated based on experience. WBS ID 1. Requirements analysis can be completed within two days; WBS ID 2. Design within two days; WBS ID 3. Create within six days; WBS ID 4. Inspect within three days; and WBS ID 5. Deliver within three days. WBS ID 6. Project management would run for the entire 16 days' duration of each iteration as shown in Chart 24 Activities Duration Per Iteration. In practice, activities can overlap on the same day. For example, designing and printing of vouchers, especially after the first iteration. This is because a template will already be established and would only need to be edited for its expiration date, donor and beneficiary, where applicable.

Chart 24 Activities Duration Per Iteration (Source: Author's elaboration based on the Acts of Kindness Initiative Project)

WBS ID and Name	Duration
0. Acts of Kindness Initiative Project	16
1. Requirements analysis	2
1.1 Analyze requirements	1
1.2 Consider alternatives	1

2. Design	2
2.1 Design vouchers	1
2.2 Determine inputs for hampers	1
3. Create	6
3.1 Print vouchers	1
3.2 Procure supplies	2
3.3 Package hampers	3
4. Inspect	3
4.1 Inspect site	1
4.2 Inspect vouchers	1
4.3 Inspect hampers	1
5. Deliver	3
5.1 Organize transportation	1
5.1 Distribute vouchers/hampers to beneficiaries	1
5.2 Distribute vouchers/hampers to third parties	1
6. Project management (runs concurrently with other activities)	16
6.1 Planning	2
6.2 Financial management	3
6.3 Communication	7
6.4 Partnerships	4

4.3.6 Develop Schedule

The project's schedule was developed by the project manager using the approved WBS from the Scope Management Plan. The duration for each activity listed was estimated by the project manager. In determining the order in which the work was to be performed the project manager used expert judgment and dependency analysis, to ensure efficiency in the project's implementation. Microsoft Project was used to develop the schedule. The schedule shown in Appendix 7 AOK Project Schedule was reviewed for feasibility. In addition, Microsoft Excel was used to create Chart 25 AOK Project Calendar to display Grenada's national holidays that would interrupt project implementation.

It was envisioned that the schedule would change several times over the period of implementation due to government regulations restricting free movement of persons.

Chart 25 AOK Project Calendar (Source: Author's elaboration based on project information and Grenada's traditional national holidays using a template by Dennis Anthony McDermott, 2017)

AOK Project Calendar		
Project Name: Acts of Kindness Initiative Project		
Start Date	April 1, 2020	
End Date	August 31, 2021	
Project Sponsor	Acts of Kindness Foundation Grenada Incorporated	
Project Manager	Ayanna Williams	
Units of Measurement	Days	
Time	8:00 a.m. – 7:00 pm – Based on curfew restrictions	
Days	Any day of the week	
Daily Hours	Flexible	
Grenada's National Holidays During Project Implementation		
Date	Holiday	Notes
April 10, 2020	Good Friday	
April 13, 2020	Easter Monday	
May 1, 2020	Labor Day	
June 1, 2020	Whit Monday	
June 11, 2020	Corpus Christi	
August 3, 2020	Emancipation Day	
October 25, 2020	Thanksgiving Day	
October 26, 2020	Thanksgiving Day Holiday	Monday 27 th October, 2021 will be a public holiday given that Thanksgiving Day falls

		on a Sunday.
December 25, 2020	Christmas Day	
December 26, 2020	Boxing Day	
January 1, 2021	New Year's Day	
February 7, 2021	Independence Day	
February 8, 2021	Independence Day Holiday	Monday 8 th February, 2021 will be a public holiday given that Independence Day falls on a Sunday.
April 2, 2021	Good Friday	
April 5, 2021	Easter Monday	
May 1, 2021	Labor Day	
May 24, 2021	Whit Monday	
June 3, 2021	Corpus Christi	
August 2, 2021	Emancipation Day	
August 9, 2021	Carnival Monday	Could possibly be cancelled and treated as a potential super spreader event
August 10, 2021	Carnival Tuesday	Could possibly be cancelled and treated as a potential super spreader event
Total Number of Holidays (Known non-project implementation days)		21

4.3.7 Control Schedule

A change control process was established to regulate the schedule. Any project team member or key stakeholder can submit a change request to the project manager for consideration. Upon review, the project manager will determine

whether same should be forwarded to the board of directors which will serve as the change control board. The decision of the board will be communicated by the project manager to the relevant stakeholders.

The techniques selected for managing and controlling the schedule were performance reviews and variance analysis. Performance reviews will be completed at the end of every iteration to determine the amount of work completed and the work that is remaining. In this way, the project team will be able to determine if actual performance will result in meeting the summary milestones. Variance analysis will be performed to determine the differences between expected and actual results as per the summary milestones. Any variation that is -10% will be treated as normal. Corrective action will be taken for variations greater than -10%. Given that the project is to provide food security to 1,000 families in need during a pandemic, no corrective action will be taken, once resources are available, if the project is ahead of schedule.

4.4 AOK Cost Management Plan

4.4.1 Cost Management Plan Introduction and Approach

This cost management plan will guide AOK in planning, structuring, and controlling project costs so that the project is implemented within the approved budget. The plan will incorporate the various processes as outlined in the *PMBOK® guide* (2017). These processes are plan cost management, estimate costs, determine budget, and control costs. Though the cost of supplies for the hampers will vary based on the requirements of the partners for their respective clients, great effort must be undertaken to limit the cost of individual hampers to \$50, except in special circumstances. Therefore, great emphasis must be placed on considering alternatives based on price and value. In addition, price increases can be addressed by reducing the quantities of food supplies included in the hampers. Similarly, price fluctuations will affect the quantities of food items that beneficiaries will receive when they redeem their vouchers.

4.4.2 Plan Cost Management

The project costs were determined jointly by the procurement coordinator and the project manager. During implementation at the start of each iteration they will meet to discuss the funds available for vouchers and hampers. They will then compare the funds available with the requirements of the partners to determine which items and their quantities that can be included in the hampers. Upon completion of an iteration, the procurement coordinator will report on the final costs incurred for that iteration.

As the agile project methodology will be used, and given the nature of the project to provide food hampers/vouchers to families in need, emphasis will be placed on not exceeding the approved project budget. Earned Value Management (EVM) will be essential to determine progress related to the milestones related to the distribution of hampers/vouchers. To keep track of costs, each cost will have a controlling account with a cost code identical to their WBS ID. Microsoft Excel 2016 will be used to keep track of costs. Any cost deviations must be noted by the project manager and brought to the attention of the project sponsor for review. The project manager should also provide recommendations for managing the budget.

4.4.3 Estimate Costs

Multiple estimation techniques were used to estimate costs. These were expert judgment, parametric estimating, and analogous estimating. As a grassroots initiative, the project is dependent on volunteer/unpaid labor for implementation. Therefore, it is important to note that labor costs were not included and to do same would have resulted in an inaccurate reflection of the project's design. Additionally, all transportation costs will be covered in kind by project volunteers and partners, where applicable. This constituted the tailoring of the processes to suit the nature of the project and local culture. Therefore, in determining costs for most areas, an estimate was included for incidentals based on expert judgment.

Specific to WBS ID 3.2 Procure supplies at the start of each iteration discussions will be held with vendors to obtain information from the industry regarding the current cost of basic food items. Both the retail cost and the wholesale cost of food items will be requested as some vendors offer either only retail or wholesale services or both. The procurement coordinator would compare the costs provided and meet with the project manager to present recommendations on the most economical costs. It would be necessary to repeat the process of estimating the cost of food items at the start of each iteration because of likely changes in the market conditions due to the Covid-19 pandemic. It is anticipated that there will be price fluctuations and scarcity of high demand food items. Although, some food items are price controlled by the Government of Grenada and are expected to remain stable for some time.

A 3% contingency reserve was included calculated on the sum of the estimates of costs for all activities. The cost baseline containing the cost estimates and the contingency reserve is shown in Chart 26 AOK Cost Baseline. The cost of work packages is shown in Chart 27 AOK Cost of Work Packages. The basis of cost estimates is shown in Chart 28 AOK Basis of Estimates.

Chart 26 AOK Cost Baseline (Source: Author)

Cost Control Accounts Code and Name	Cost
1.1 Analyze requirements	EC\$60.00
1.2 Consider alternatives	EC\$25.00
2.1 Design vouchers	EC\$75.00
2.2 Determine inputs for hampers	EC\$35.00
3.1 Print vouchers	EC\$528.12
3.2 Procure supplies	EC\$50,000.00
3.3 Package hampers	EC\$200.00
4.1 Inspect site	EC\$40.00
4.2 Inspect vouchers	EC\$20.00
4.3 Inspect hampers	EC\$80.00

5.1 Organize transportation	EC\$40.00
5.2 Distribute vouchers/hampers to beneficiaries	EC\$1,515.00
5.3 Distribute vouchers/hampers to third parties	EC\$400.00
6.1 Planning	EC\$35.00
6.2 Financial management	EC\$75.00
6.3 Communications	EC\$220.00
6.4 Partnerships	EC\$50.00
Contingency - 3%	EC\$1,601.94
Cost baseline	EC\$55,000.06

Chart 27 AOK Cost of Work Packages (Source: Author)

WBS ID	Level 2 - Activity	Cost of Work Package
1	Requirements analysis	EC\$85.00
2	Design	EC\$110.00
3	Create	EC\$50,728.12
4	Inspect	EC\$140.00
5	Deliver	EC\$1,955.00
6	Project Management	EC\$380.00
TOTAL		EC\$53,398.12

Chart 28 AOK Basis of Estimates (Source: Author)

Cost Control Account Code and Name	Basis of Estimates
1.1 Analyze requirements	Expert judgment - Amount allotted to cover incidentals related to the analyzing of requirements
1.2 Consider alternatives	Expert judgment - Amount allotted to cover incidentals related to the consideration of alternatives.
2.1 Design vouchers	Expert judgment - The design of the vouchers is arranged as in-kind support by a volunteer, however, should the arrangement fall through, \$75 is allotted to pay an alternative designer.
2.2 Determine inputs for hampers	Expert judgment - Amount allotted to cover incidentals related to determining the inputs for food hampers.

Cost Control Account Code and Name	Basis of Estimates
3.1 Print vouchers	Parametric estimating - Each voucher costs \$1.63 to print. The cost of printing 324 vouchers is $\$1.63 \times 324 = \528.12 .
3.2 Procure supplies	Parametric estimating- The cost of each hamper is \$50. The cost of each redeemed voucher is \$50. Thus 1000 hampers/vouchers will cost $1000 \times \$50 = \$50,000$. Within each iteration where possible supplies can be procured wholesale based on quotations from vendors, thus in those instances third party estimates will be used.
3.3 Package hampers	Expert judgment - Due to the Covid-19 pandemic, sanitizing and safety supplies will be provided to minimize the spread of the coronavirus.
4.1 Inspect site	Expert judgment - Amount allotted to cover incidentals related to inspection of non-vendor sites where hampers may be packaged.
4.2 Inspect vouchers	Expert judgment - Amount allotted to cover incidentals related to inspection of vouchers.
4.3 Inspect hampers	Expert judgment - Amount allotted to cover incidentals related to inspection of food hampers.
5.1 Organize transportation	Expert judgment - In the absence of data plans and/or where Wi-Fi is unavailable, the logistics/distribution coordinator will be allotted funds to procure a data plan or to call transport volunteers directly, whichever is most cost effective.
5.2 Distribute vouchers/hampers to beneficiaries	Expert judgment - Amount allotted to cover incidentals related to the distribution of food hampers to beneficiaries. This could include payment for transportation services to non volunteers such as taxis, in the event that volunteers are a no-show and hampers/vouchers must be distributed before a lockdown or curfew is implemented.
5.3 Distribute vouchers/hampers to third parties	Expert judgment - Amount allotted to cover incidentals related to the distribution of food hampers to beneficiaries. This could include payment for transportation services to non volunteers such as taxis, in the event that the partners are a no-show to perform redistribution, and hampers/vouchers must be distributed before a lockdown or curfew is implemented.
6.1 Planning	Expert judgment - Amount allotted to cover incidentals related to planning.
6.2 Financial management	Expert judgment - Amount allotted to cover incidentals related to financial management.

Cost Control Account Code and Name	Basis of Estimates
6.3 Communications	Expert judgment - Amount allotted in the event that the media does not provide free coverage of project activities and requests payment for public relation services. It is highly likely based on previous experience that given the non-profit nature of the project, there will be no charges related to communications.
6.4 Partnerships	Expert judgment - Amount allotted to cover incidentals related to partnerships.
Contingency - 3%	Parametric estimating - Calculated at 3% of the estimated costs of the activities on the WBS.

4.4.4 Determine Budget

The budget was determined using the following inputs: scope baseline, cost estimates, and basis of estimates. The budget was computed by adding the cost for each activity at the third level of the WBS, as well as a 3% contingency. The result was the cost baseline shown in Chart 26 AOK Cost Baseline. Reserve analysis was the data analysis technique used to calculate the management reserve to address the unknown unknowns of the project. Thus 5% of the cost baseline which was \$2,750, was computed as the management reserve and added to the cost baseline to produce the project budget shown in Chart 29 AOK Project Budget. The addition of the management reserve mandated a change to the original project budget which was estimated as \$55,000 in the project charter.

Whenever it becomes necessary for the management reserves to be used during project execution, approval will be sought through the approved change control process. In this way, the project manager will be legitimately able to transfer management reserve funds into the cost baseline.

Chart 29 AOK Project Budget (Source: Author)

Items	Cost
Total cost of work packages	EC\$53,398.12
Contingency - 3%	EC\$1,601.94

Management reserve - 5%	EC\$2,750.00
Project Budget	EC\$57,750.07

4.4.5 Control Costs

The financial status of the project will be monitored during every iteration. Thus, it would be easier to determine if changes to the cost baseline are needed. The inputs that will be used to control costs are the cost baseline, cost management plan, the work performance data, and the project's funding requirements. Expert judgment and data analysis techniques will be used to control costs. More specifically, Earned Value Analysis (EVA) will be used to monitor performance against the milestones related to the distribution of 50% and 70% of the hampers/vouchers. Additionally, variance analysis and reserve analysis techniques will also be used to maintain better control of the budget.

The objective for cost control is to maintain a Cost Performance Index (CPI) equal to one which will indicate that the project is on budget. If the CPI is greater than one no corrective action will be taken, as the project will be performing well against the budget. This could likely be due to gains in the procurement process, from cost effective wholesale arrangements resulting in more hampers being created at a cost that is less than \$50 each. If the CPI is less than one corrective action will be taken to bring the project in line with the budget. Cost Variance (CV) will be reported on at the end of each iteration by the project manager to the project team. Collectively strategies will be developed and recommended to address variances. Any strategy which is approved as corrective action to address CV will become a part of the project's cost management plan, and the document will be updated to reflect the change.

4.4.6 Cost Change Control

Proposed changes to project costs can be advanced by any member or group of members of the project team to the project manager. The project manager will review all proposed changes and along with the procurement coordinator assess

the impacts of the recommendations. The project manager will determine which recommendations should be sent to the change control board for review. The decision of the board will be communicated by the project manager to the relevant stakeholders. Approved corrective actions must be implemented within seven days immediately proceeding approval.

4.5 AOK Quality Management Plan

4.5.1 Quality Management Plan Introduction and Approach

To ensure that the implementation of the project and the creation of products are as intended, it is imperative that AOK follows a Quality Management Plan. AOK had a quality management plan which was developed by the author and it was refined through this activity. The plan will provide guidance for the processes related to plan quality management, manage quality, and control quality. Quality for the process will follow the project quality management processes as stated in the *PMBOK® guide* (2017). The quality of the products was established by the requirements of AOK, partners, and based on industry standards. Chart 30 AOK Quality Management Roles and Responsibilities outlined duties for the founder/project manager, procurement coordinator, logistics/distribution coordinator, suppliers and volunteers, and the change control board Any project team member can make recommendations for improving quality of the project during its agile life cycle. It is the responsibility of the project manager to vet the recommendation and refer it to the change control board, if deemed viable.

Chart 30 AOK Quality Management Roles and Responsibilities (Source: created by author)

Role	Responsibilities
Founder/project manager	<p>Responsible for planning quality management by:</p> <ul style="list-style-type: none"> a. Leading the development of the quality management plan. b. Determining the quality metrics and the creation of

Role	Responsibilities
	<p>the checklists for use by the procurement coordinator and the logistics/distribution coordinator.</p> <p>c. Make updates to the project management plan.</p> <p>d. Complete the project document updates where applicable.</p> <p>Responsible for managing quality by:</p> <p>e. Assessing the worksites to ensure that they are safe and would not contaminate the food items and injure project team members.</p> <p>f. Generating quality reports for distribution to key stakeholders.</p> <p>g. Reviewing and making decisions on change requests and ensuring that approved changes are implemented.</p> <p>h. Updating the project management plan as necessary.</p> <p>i. Updating the project documents as necessary.</p> <p>Responsible for control quality by:</p> <p>j. Conducting inspections of food hampers using statistical sampling.</p> <p>k. Performing data analysis based on the information gathered from the checklists administered by the procurement coordinator and logistics coordinator.</p> <p>l. Verifying the following deliverables:</p>

Role	Responsibilities
	<ol style="list-style-type: none"> 1. To provide \$50 food hampers/vouchers to 1000 families negatively impacted by the Covid-19 pandemic by August 31, 2020. 2. To distribute food hampers/vouchers to families residing in all seven parishes in Grenada by August 31, 2020. 3. To partner with six governmental and non-governmental organizations by August 31, 2020 to provide relief to their clients including prisoners, the mentally ill, the homeless, teenage mothers, vulnerable women, and persons living with disabilities. <p>m. Reviewing change requests and referring requests to the change control board.</p> <p>n. Communicating change requests decisions of the change control board to the project team and other key stakeholders.</p> <p>o. Ensuring that approved changes are implemented.</p> <p>p. Updating the project management plan as necessary.</p> <p>q. Updating the project documents as necessary.</p>
Procurement coordinator	<p>Responsible for assisting with managing quality by ensuring that:</p> <ol style="list-style-type: none"> a. The approved food items are procured.

Role	Responsibilities
	<p>b. The approved food items are procured in the required quantities.</p> <p>c. When a food item is available from two or more brands from approved suppliers that the cheaper item is procured.</p> <p>d. Vendors are paid when goods are ordered or on the day that goods are received.</p> <p>Responsible for control quality by:</p> <p>e. Administering procurement checklists, which gather data for analysis by the project manager</p> <p>f. Conducting inspections of food hampers using statistical sampling.</p> <p>g. Initiating change requests.</p> <p>h. Assisting with verifying the following project deliverables:</p> <p>i. To provide \$50 food hampers/vouchers to 1000 families negatively impacted by the Covid-19 pandemic by August 31, 2020.</p>
Logistics/distribution coordinator	<p>Responsible for assisting with managing quality by ensuring that:</p> <p>a. Food hampers distributed on the same day to the same villages contain identical products and their approved related quantities to ensure that each family receives an adequate supply of food.</p> <p>b. That repeat trips to the same villages are kept to a</p>

Role	Responsibilities
	<p>minimum to ensure that the project impacts as many villages as possible.</p> <p>Responsible for control quality by:</p> <ul style="list-style-type: none"> c. Administering logistics checklists, which gathers data for analysis by the project manager. d. Initiating change requests. e. Assisting with verifying the following project deliverables: <ul style="list-style-type: none"> 1. To provide \$50 food hampers/vouchers to 1000 families negatively impacted by the Covid-19 pandemic by August 31, 2020. 2. To distribute food hampers/vouchers to families residing in all seven parishes in Grenada by August 31, 2020.
Suppliers	<p>Responsible for assisting with managing quality by:</p> <ul style="list-style-type: none"> a. Supplying the exact food items and quantities ordered by the procurement coordinator. b. Delivering items on time, as per the agreed-upon schedule, to help maintain efficiency. c. Providing invoices in a timely manner to allow on time payments.
Volunteers	<p>Responsible for assisting with managing quality by:</p> <ul style="list-style-type: none"> a. Ensuring that the bags are laid out in rows with sufficient spaces between them to facilitate

Role	Responsibilities
	<p>unrestricted movement, safety, and also allow for the visual inspection of the items they contain.</p> <p>b. Filling bags with equal items in terms of contents and quantity.</p> <p>c. Sealing bags properly to minimize contamination by insects.</p> <p>d. Sanitizing their hands and wearing PPEs to minimize the spread of the coronavirus from the facility to the beneficiaries.</p>
Change control board	a. Makes decisions on change control requests.

4.5.2 Plan Quality Management

To plan quality management, the project charter, the scope management plan, requirements documentation and EEFs such as cultural perceptions, geographic distribution and marketplace conditions were used as inputs. Tools and techniques used included expert judgment, data gathering from informal interviews, and data representation using flow charts. As a project with an agile life cycle that involves partnerships, the process of plan quality management will be repeated throughout the project for each iteration that involves partners.

Key factors were identified based on requirements prioritization using an L-Shaped Matrix to assist in planning quality for the project management process. Refer to Chart 31 AOK Project Quality Requirements to see the results of the prioritization. The metrics and quality baseline for project management are shown in Chart 32 AOK Project Management Metrics and Quality Baseline. Establishing the requirements for the project's two products were handled separately; however, the

results were collated and are shown in Chart 33 AOK Voucher and Hamper Requirements. Figure 10 AOK voucher process flow diagram shows the steps which must be followed in order to minimize scrap and rework.

The requirements for the food vouchers were determined based on the needs of AOK, its partners, vendors, and beneficiaries. The requirements for the food hampers were treated at a high level given that the clients of various partners would have different food requirements. Thus for each iteration, the contents of the food hampers will be tailored based on food requirements and products available at suppliers. In instances where AOK solely determines the contents of the hampers for general distribution the following will apply:

1. Contents of hampers will be individually packaged using plastic bags or containers, cardboard and cans.
2. Contents will include, but are not limited to, canned vegetables, tuna, sausage, luncheon meat, milk (powdered, liquid, evaporated, and condensed), salt, rice, flour, lentils, split peas, black eye peas, cornmeal, pasta, yeast, butter, margarine, soup mixes, salted fish, cornflakes, oil, ketchup, soft drinks, cornflakes, juice, and processed cheese.
3. Hampers will be tied tightly to prevent contamination.

To maintain quality of the food hampers it was important to have a clear process to create and distribute the hampers. Refer to Figure 11 AOK Hampers Flow Diagram. It is envisioned that following the agreed-upon process flow would minimize the cost of quality (COQ) related to product failure.

Chart 31 AOK Project Quality Requirements (Source: Created by the author)

Requirements	Definitions
High impact in the community	A minimum of 500 families across seven parishes receiving food vouchers/hampers from the Acts of Kindness Initiative.

Efficiency	That the project's scope, time, and cost are managed and controlled as agreed-upon by the project management team.
Accountability	Key stakeholders can be provided with a quality report within one week after each round of food hampers/vouchers distribution.
Timely payments	Payments are made either on the day that goods are ordered or on the day that goods are received.
Safe workspace	Working conditions are safe and are not exposed to food safety hazards that are physical, chemical or microbiological in nature.
Adequate supply of food	That each household receives at least one week's worth of food that can feed a family of four.

Chart 32 AOK Project Management Metrics and Quality Baseline (Source: AOK Quality Management Plan, 2020)

Quality Objective	Metric	Metric Definition	Expected Outcome/ Result	Measurement Frequency	Responsible
To maintain a high impact in the community.	Minimum of 500 families receiving food hampers.	The number of families receiving food hampers must be a minimum of 500 in order to be deemed as high impact in the community.	That a minimum of 500 families in need receives much needed food supplies during the Covid-19 pandemic.	Once at the end of the project.	Logistics/ distribution coordinator
To effect project efficiency with regards to cost.	Cost of food hamper should not exceed \$50 except in special circumstances.	Cost of food hampers should be \$50 except when approved by the change control board based on requests from large families.	By regulating the cost of food hampers, it will allow for a 1000 families to benefit from the initiative.	At the end of each round of food hamper distribution.	Procurement coordinator
To ensure accountability to key project stakeholders on the project's quality.	One quality report generated after each round of distribution.	A quality report is generated at the end of each round of distribution and can be provided to key stakeholders upon request.	The quality report will identify areas where the process is working well, as well as, areas for improvements and will be used to guide process improvement.	At the end of each round of food hamper distribution.	Founder/ Project manager

Quality Objective	Metric	Metric Definition	Expected Outcome/ Result	Measurement Frequency	Responsible
To ensure timely payments for goods.	Number and value of receipts received from suppliers.	That payments are made either on the day that goods are ordered or on the day that goods are received.	That suppliers are paid on time and that the receipts are used to update the finance report.	At the end of every purchase of food items.	Procurement coordinator
To provide a safe workspace.	Physical site inspection checklist result is at least 90% compliant.	That the working environment is safe and is not exposed to food safety hazards that are physical, chemical or microbiological in nature.	Hampers are food safe and volunteers remain healthy.	Monthly	Founder/ Project manager
To provide families in need with an adequate supply of food.	Each hamper contains one week's worth of food.	That each household receives at least one week's worth of food that can feed a family of four.	That families' food security will be improved during the Covid-19 pandemic.	At the end of every round of distribution.	Logistics/ distribution coordinator

Chart 33 AOK Voucher and Hamper Requirements (Source: Compiled by author based on AOK's data)

Voucher Requirements	AOK	Partners	Vendors	Beneficiaries
AOK and the name of donors, when requested, are listed on the food vouchers.	X	X	X	X
Name of beneficiary when same is identified by partners.	X	X		
Expiration date of food vouchers.	X	X	X	X
Guidelines that excludes the purchase of alcohol, tobacco, and household products.	X	X	X	X
Specific location where vouchers are redeemable.	X	X	X	X
Value of food vouchers are \$50.	X	X	X	X
Information that the voucher is non-transferable.	X			X
Information that no change will be provided for shopping which totals less than \$50 and that no additional funds will be provided for shopping in excess of \$50.	X		X	X
Information that lost or damaged vouchers will not be replaced.	X			X
Instructions on who are eligible to redeem the voucher and the requirements, such as a valid identification (ID) card.	X	X	X	X
Note that sponsors reserve the right to cancel the sponsorship at anytime.	X	X		X
Hamper Requirements	AOK	Partners	Vendors	Beneficiaries
The value should not exceed \$50 in normal circumstances.	X	X	X	
Should not contain alcohol, tobacco or household products.	X	X		
Contains one week's worth of shelf-stable and mostly non-perishable food items that can feed a family of four for one week.	X	X		X

ACTS OF KINDNESS VOUCHER PROCESS FLOW DIAGRAM

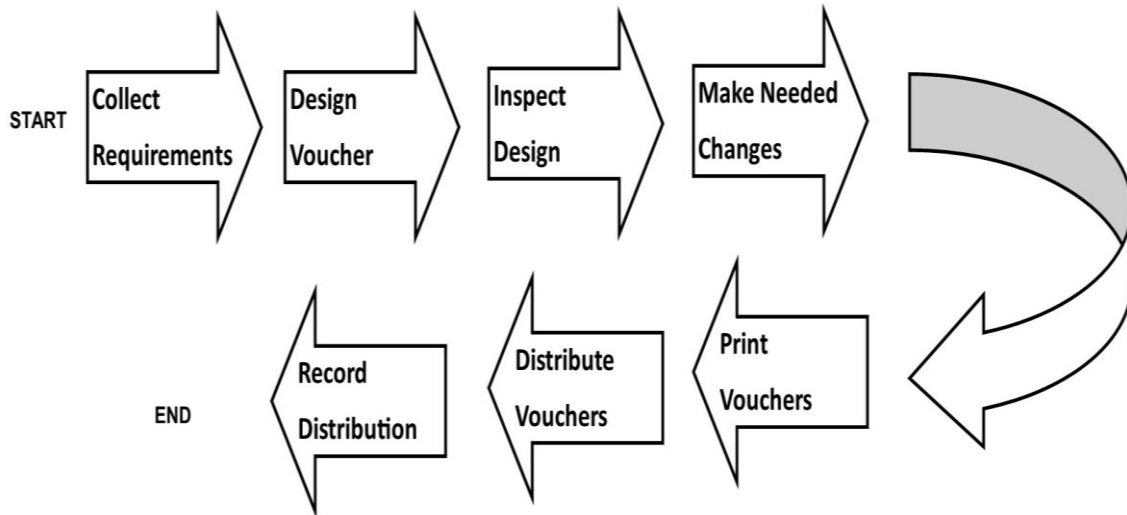


Figure 10 AOK Voucher Process Flow Diagram (Source: Author)

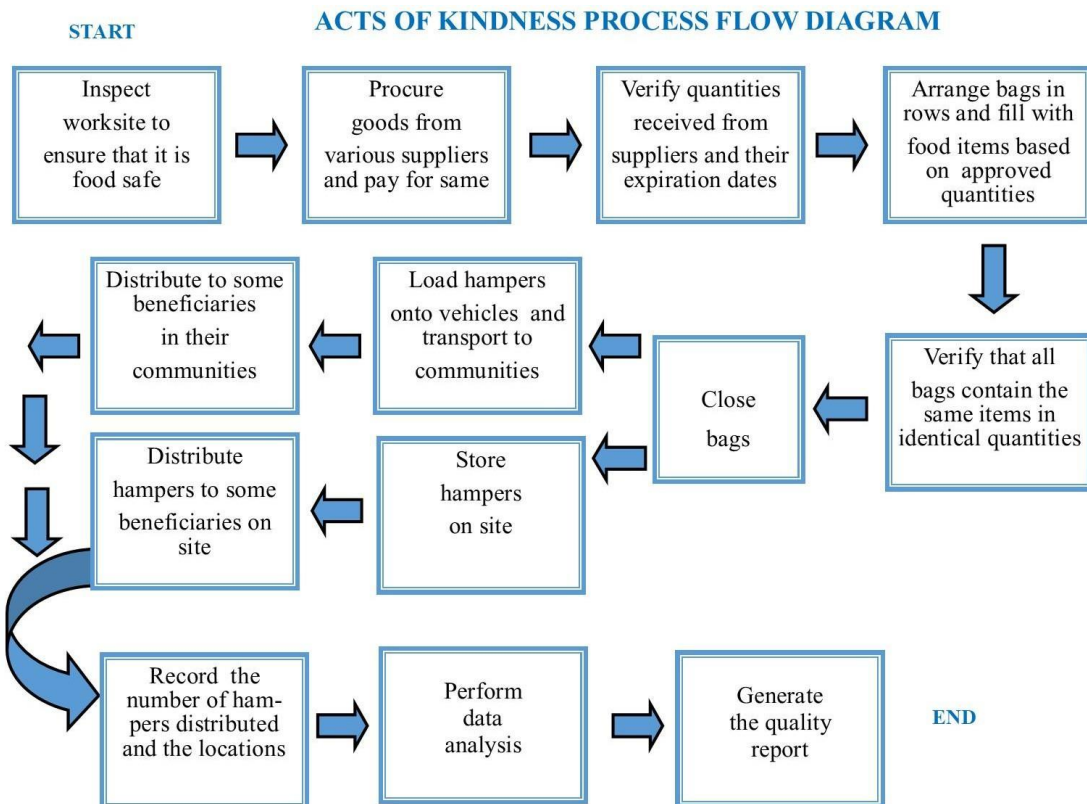


Figure 11 AOK Hampers Flow Diagram (Source: AOK Quality Management Plan, 2020)

4.5.3 Manage and Control Quality

To manage quality, the quality management plan, related project documents such as the risk reports and OPAs will be used as process inputs. Data will be gathered using checklists and their results analyzed using appropriate data analysis techniques, such as root cause analysis. The outputs of the process will include quality reports, test and evaluation documents and updates to related project documents. The quality activities pertaining to manage quality, as well as control quality, including the monitoring and recording of the results of the activities, are shown in Chart 34 AOK Quality Activities Matrix.

One of the tools and techniques used to control quality is inspection. To conduct inspection, the project manager will inspect sites where hampers will be packaged to ensure they are food safe using a checklist as shown in Appendix 8 AOK Site Inspection Checklist. The logistics/distribution coordinator will inspect hampers to ensure they contain all the requirements. Additionally, checklists related to procurement and logistics/distribution will be administered. These are shown in Appendix 9 AOK Procurement Checklist and Appendix 10 AOK Logistics/Distribution Checklist. The results obtained from completed checklists will be analyzed to determine compliance with quality requirements and to identify areas, which threaten the realization of the quality requirements. The information will be used to generate quality reports and to verify deliverables, as part of the validate scope process.

Any member of the project team can propose preventive and corrective actions. The project manager using cost-benefits analysis will vet the actions. Recommendations will be forwarded to the change control board for decision-making. The project manager to relevant stakeholders will communicate approved changes to quality management, and same will also be used to update related documentation.

Chart 34 AOK Quality Activities Matrix (Source: AOK's Quality Management Plan, 2020 compiled by author)

Deliverable	Requirements	Manage and Control Activities	Frequency	Responsible
To provide \$50 food hampers/vouchers to 1000 families negatively impacted by the Covid-19 pandemic by August 31, 2020.	<ul style="list-style-type: none"> • Accountability • Safe workspace • Adequate supply of food • Timely payments 	Manage: Ensure that vouchers are printed with the accurate rules and guidelines for redeeming.	At the start of every iteration involving distribution of vouchers	Logistics/ Distribution Coordinator
		Control: Inspect food vouchers using random sampling to determine their accuracy of information printed.	At the start of every iteration involving distribution of vouchers	Founder/ Project Sponsor
To distribute food hampers/vouchers to families residing in all seven parishes in Grenada by August 31, 2020.	<ul style="list-style-type: none"> • High impact in the community 	Manage: Ensure that there is adequate transportation to distribute the food hampers/vouchers.	At the start of every iteration	Logistics/ Distribution Coordinator
		Control: Inspect the transportation responsibility assignment matrix and compare the number of vehicles assigned with the quantity of hampers/vouchers to be distributed.	At the start of every iteration	Founder /Project Sponsor
To partner with six governmental and non-governmental organizations by August 31, 2020 to provide relief to their clients including prisoners, the mentally ill, the homeless, teenage mothers, vulnerable women, and persons living with disabilities.	<ul style="list-style-type: none"> • Efficiency • High impact in the community • Accountability 	Manage: Obtaining and using contact information to liaise with senior personnel in the governmental and non-governmental organizations.	At the start of every iteration	Founder /Project Sponsor
		Control: Count the number of partnerships with government and non-government institutions.	At the end of every iteration	Founder /Project Sponsor

4.5.4 Continuous Improvement Plan

The project can benefit greatly from a continuous improvement plan. In particular, a plan for the improvement of the procurement process can help to realize cost savings, which can result in the availability of resources to create additional food hampers and vouchers. Ways in which the procurement process can be improved were the focus of an article by Wims (2016) and are tailored for AOK's project as follows:

1. Incorporating a simple contract management system by designing a standard template that can be used across suppliers.
2. Engaging volunteers in capacity building in the areas of procurement. Training can be provided through massive open online courses (MOOCs) through providers such as disasterready.org and Coursera.
3. Improve relationships with existing suppliers through open dialogue and exchange of relevant information.
4. Where possible, order multiple products from each vendor to reduce on procurement related transportation costs.
5. Improve analytical and negotiation skills sets to be able to obtain better prices and discounts for the Acts of Kindness Initiative.

4.6 AOK Resource Management Plan

4.6.1 Resource Management Plan Introduction and Approach

AOK has a Resource Management Plan, which was created in 2020. However, it was refined through this activity to reflect the approved change in the project's schedule and to address areas that were deficient. This plan covered the processes related to plan resource management, estimate activity resources, acquire resources, develop team, manage team and control resources. This plan is considered as one of the most valuable subsidiary plans as the project's human resources are critical to project success. The roles and responsibilities of project team members were already outlined in Chart 1 Acts of Kindness Initiative RACI Chart. Similarly, the organizational chart of AOK was illustrated in Figure 2

Organizational Structure of the Acts of Kindness Foundation Grenada Incorporated.

During the agile project life cycle whenever there are changes to the project's resources, the resource management plan will be reviewed and updated accordingly through the already established change control process.

4.6.2 Plan Resource Management

The project manager will have the responsibility for the daily management of project team members and is responsible for the implementation of this subsidiary plan. Where feasible virtual collaborations for resource management will be undertaken to minimize physical contact, thereby reducing the likelihood of the spread of the coronavirus.

4.6.3 Estimate Activity Resources

Estimating of activity resources was completed based on the activities outlined in the scope baseline and by using expert judgment, and parametric estimating techniques. The results are shown in Chart 35 AOK Resource Requirements (Source: Author). The basis of the estimates was expressed in Chart 36 AOK resources basis of estimates. The skills and proficiency needed to execute the various roles on the project team were outlined in Chart 37 AOK Human Resource Skills Requirement.

Chart 35 AOK Resource Requirements (Source: Author)

Code of Account Identifier	Description	Resources Required
1.1	Analyze requirements	Labor - Two project team members.
1.2	Consider alternatives	Labor - Two project team members.
2.1	Design vouchers	Labor - One project team member.

Code of Account Identifier	Description	Resources Required
		Two templates.
		One computer.
2.2	Determine inputs for hampers	Labor – Two project team members, one telephone and email.
3.1	Print vouchers	Labor - One project team member, two templates, one computer, one printer, colored ink, paper and one printer.
3.2	Procure supplies	Labor - One project team member, one telephone, funds and checklists.
3.3	Package hampers	Personal protective equipment (PPEs) – two boxes of gloves and one reusable face mask for each project team member, shelf-stable and non-perishable food items, 676 20lbs plastic bags, two sites and 10 volunteers depending on the number of hampers to be packaged for the specific iteration.
4.1	Inspect site	Labor - One project team member and checklists.
4.2	Inspect vouchers	Labor - One project team member.
4.3	Inspect hampers	Labor - One project team member and checklists.
5.1	Organize transportation	Labor - One project team member, checklists and one telephone.

Code of Account Identifier	Description	Resources Required
5.2	Distribute vouchers or hampers to beneficiaries	Labor - Up to 10 project team members. The exact amount will vary per iteration, based on the number of vouchers and hampers to be distributed., checklists, one telephone, 10 vehicles, PPEs (gloves and face masks), and two gallons of sanitizer.
5.3	Distribute vouchers or hampers to third parties	Labor - Up to three project team members. Exact amount will vary per iteration, based on the number of vouchers and hampers to be distributed, checklists, one telephone, two vehicles, PPEs (gloves and face masks) and two gallons of sanitizer.
6.1	Planning	Labor - Two project team members, one computer, and one telephone.
6.2	Financial management	Labor - Two project team members, one computer, one telephone, receipts and invoices.
6.3	Communications	Labor - One project team member, one computer and one telephone.
6.4	Partnerships	Labor - One project team member, one computer, and one telephone.

Chart 36 AOK Resources Basis of Estimates (Source: Author)

Code of Account Identifier	Description	Basis of Estimates
1.1	Analyze requirements	The technique used was expert judgment. It was assumed that two project team members could discuss among themselves and analyze the requirements for every iteration. This would be done in collaboration with partners where necessary.
1.2	Consider alternatives	The technique used was expert judgment. It was assumed that two project team members after analyzing the requirements would be best positioned to consider alternatives to the requirements.
2.1	Design vouchers	The technique used was expert judgment. It was assumed that one team member with expertise in graphic design would be sufficient to complete this activity.
2.2	Determine inputs for hampers	The technique used was expert judgment. It was determined that two project team members could collaborate to determine the inputs for the hampers. It was assumed that the project partners will provide their requirements in a timely fashion so that the food hampers can be customized in time for distributed.

Code of Account Identifier	Description	Basis of Estimates
3.1	Print vouchers	The technique used was expert judgment. It was determined that the same team member with expertise in graphics and printing would be responsible for this activity. It was assumed that the ink and paper would be available and that the printer would be functional to minimize delays and the need for additional labor.
3.2	Procure supplies	The technique used was expert judgment. It was determined that the procurement coordinator would be responsible for this activity. It was assumed that procuring supplies would not prove difficult and require additional labor, given the established relationships with suppliers.
3.3	Package hampers	<p>The main technique used was expert judgment. It was determined that though packaging hampers was a labor intensive activity, in light of Covid-19 the labor required should be kept to a minimum, to reduce the chance of the spread of the coronavirus.</p> <p>Additionally, by limiting labor requirements, the amount of PPEs and sanitizers required are also kept to a minimum.</p> <p>Packaging of hampers would be completed at a supermarket and at another location based on availability.</p> <p>Parametric estimating was used to determine the number of 20lbs plastic bag used given</p>

Code of Account Identifier	Description	Basis of Estimates
		<p>that 626 food hampers would be created.</p> <p>Expert judgment was used to determine that shelf-stable and non-perishable food items would be best for distribution to families. The rationale was that some of the beneficiaries would not have electricity and/or functioning refrigerators.</p>
4.1	Inspect site	Expert judgment was used to estimate the resources needed. Since checklists would be used to inspect the site used during an iteration there was no need to assign more than one human resource.
4.2	Inspect vouchers	Expert judgment was used to estimate the resources needed.
4.3	Inspect hampers	Expert judgment was used to estimate the resources needed.
5.1	Organize transportation	Expert judgment was used to estimate the resources needed.
5.2	Distribute vouchers or hampers to beneficiaries	<p>Parametric estimating was used to determine the number of project team members needed to complete this activity based on the number of parishes in the country and the population density within some parishes.</p> <p>Expert judgment was used to determine that a telephone and checklist were required.</p> <p>Parametric estimating was used to determine the number of vehicles needed to complete this activity based on the number of parishes in</p>

Code of Account Identifier	Description	Basis of Estimates
		<p>the country and the population density within some parishes.</p> <p>Expert judgment was used to determine the quantity of PPEs and sanitizers that were required based on the number of members of the project team.</p>
5.3	Distribute vouchers or hampers to third parties	<p>Expert judgment was used to determine the number of vehicles required for this activity. Less vehicles are required than for activity 5.2 because third parties are responsible for redistribution to multiple beneficiaries.</p> <p>Expert judgment was used to determine the quantity of PPEs and sanitizers that were required based on the number of members of the project team.</p> <p>Expert judgment was used to determine that a telephone and checklist were required.</p>
6.1	Planning	Expert judgment was used to determine that the resources required.
6.2	Financial management	Expert judgment was used to determine that the resources required.
6.3	Communications	Expert judgment was used to determine that the resources required.
6.4	Partnerships	Expert judgment was used to determine that the resources required.

Chart 37 AOK Human Resource Skills Requirement (Source: Author)

Role	Skills Required	Proficiency Required
Founder /Project Manager	Leadership, risk management, planning, financial management, communication, networking, computer, scheduling, time management and data analysis.	1
Procurement Coordinator	Procurement, negotiation, networking, supply chain management, time management, contract administration, and communication.	1
Logistics/ Distribution Coordinator	Time management, communication, logistics, Forecasting, data analysis, community engagement and packaging.	1
	Risk management	2
Junior Coordinator	Communication and packaging.	2
Kids Coordinator	Communication and packaging.	2
Volunteers	Time management, communication and community engagement.	2
	Packaging and Driving (Not mandatory for all volunteers).	1

Proficiency Key: 1 – Proficient, 2 – Competent, 3 – Learner and 4 – Novice

4.6.4 Plan to Acquire Resources

The cost baseline, resource requirements and the project schedule were used as inputs for planning of this process. Team members for the project will be acquired through two strategies. One strategy is to identify members of the foundation who have the requisite skills and experiences to serve as project team members. The other strategy is to identify and assess volunteers who have the requisite skills

sets. Volunteers can approach the organization, as well as persons within the wider community can be approached and asked to volunteer on the project based on their skill sets. A rubric based on multicriteria decision analysis will be used to interview volunteers to assess their competencies and aptitude. It is shown in Chart 38 AOK Volunteer Interview Rubric. Volunteers scoring 85% and above will be recruited on the project based on need and availability. The way in which team members will be deployed through the life cycle of the project is shown in Chart 39 AOK Project Resources Calendar.

Food, packaging supplies, PPEs and sanitizer will be acquired through the procurement process from various approved vendors. In most instances, vendors will deliver items to the packaging sites. The facilities of a supermarket, which is also a project donor, will be used for packaging most hampers. Another site is also available to package hampers. There is no charge for the use of either site to package hampers, as they will be provided through in-kind support.

Project team members will donate the use of their vehicles to distribute hampers and vouchers whether directly to beneficiaries or to third parties for redistribution. Existing telephones and computers will be used to design vouchers and to communicate with stakeholder. Emphasis will be placed on keeping communication costs to a minimum by using complimentary Wi-Fi and landlines, where feasible.

Chart 38 AOK Volunteer Interview Rubric (Source: Modified by author based on rubric in AOK's Resource Management Plan, 2020)

Area	LEVEL 1	LEVEL 2	LEVEL 3
	1-3 years	4-6 years	Over 6 years
Experience	Only in one area –Time management, communication, packaging, community engagement and driving	Only in two or three areas: Time management, communication, packaging, community engagement and driving	In all five areas: Time management, communication, packaging, community engagement and driving
Interest Level	Somewhat Interested	Interested	Very Interested
Availability	1-2 days	3-4 days	5-7 days
	Weekends only	Weekdays only	Weekends & Weekdays
	Mornings Only	Evenings Only	All Day
	Cannot work on short notice	Can work sometimes on short notice	Can work on short notice
Knowledge	Beginner	Intermediate	Expert
Total ____/120x100% Final Score = ____%			

Key: Level 1 - 5 marks, Level 2 - 10 marks and Level 3 - 15 marks

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4.6.5 Plan to Develop Team

The roles and responsibilities of team members along with the importance of same will be clarified, and the need for collaboration among the roles for achieving the project's objectives will be emphasized. Virtual team sessions will be facilitated as much as possible using social media, in order to reduce colocation and the possibility of spread of the coronavirus. The project manager will use appropriate interpersonal and team skills to resolve conflicts and to build the team. Team members will be encouraged to share openly and honestly on matters pertaining to the project. This will help to build camaraderie, which will be needed to execute the project under the stress associated with the covid-19 pandemic.

Project team members will be assessed individually and collectively to determine their performance. Feedback will be provided to team members to encourage them to improve performances.

Project team members will be trained in the safe use of PPEs and frequent reminders to use same, and to follow proper hygiene practices, including the washing of hands and use of hand sanitizer. Informal customer service training will be provided to improve team members' engagement with members of the community when distributing vouchers and hampers. Additionally, team members desirous of learning how to populate the community impact map will be trained to use Google Maps. The competencies of team members will be developed through guided practice, especially for the junior coordinator and the kids coordinator.

Volunteers who exceed expectations will be publicly acknowledged in press releases. Upon project completion, there will be a closing ceremony to thank volunteers and to acknowledge their contributions.

4.6.6 Plan to Manage Team

Project team members' performances will be monitored, recorded, and analyzed. Appropriate feedback will be provided. Interpersonal conflicts will be resolved

promptly to minimize negative impacts to the project schedule and scope. The project manager will employ suitable conflict resolution techniques. Overall, the project manager will lead by example, by displaying the right behaviors to positively influence the other project team members.

4.6.7 Plan to Control Resources

To successfully control resources, the project manager will actively engage in oversight of the critical functions of procurement, logistics/distribution, and efficiently manage the project's finances. Care will be taken to ensure that alternatives are assessed and that purchases reflect items that are most cost effective. Every effort will be made to facilitate same-day distribution to beneficiaries, to avoid the possibility of pilferage, should hampers have to be stored overnight at facilities lacking adequate security mechanisms. Moreover, distribution will also be strategically organized to minimize repeat visits to the same villages and communities. This will help to control transportation needs. In addition, vouchers will be carefully inspected to avoid printing designs with errors that would result in scrap and rework.

4.6.8 Change Control

Change requests to the resource management plan can be initiated by any member of the project team. The project manager will assess the requests and forward the results of their analysis to the change control board. The board will make decisions which will be communicated to relevant stakeholders by the project manager. Thereafter, the project manager will update the related project documents.

4.7 AOK Communications Management Plan

4.7.1 Communications Management Plan Introduction and Approach

Information exchange with internal and external stakeholders is essential to the success of the project. It is the responsibility of the project manager to ensure that there are communication artifacts to support the process, and that the

communication requirements are satisfied. Throughout the project as communication needs evolve, the plan will be updated through the established change control process. The project manager will update the related documents and communicate the changes to stakeholders. Care will be taken to protect the privacy of food hamper and voucher beneficiaries. Therefore, consent from beneficiaries and their representatives will be obtained before they are featured in press releases. Overall, when implementing project communications, face to face conversations will be kept to a minimum in order to adhere to social distancing regulations.

4.7.2 Plan Communications Management

The tools and techniques used to plan communications management included expert judgment, communications requirement analysis, a review of available and cost effective communication technology and methods, OPAs, as well as data representation. As a result of planning the roles and responsibilities related to communication were identified and they are shown in Chart 40 AOK Communications Roles and Responsibilities Matrix. Additionally, the related communications process is shown in Figure 12 AOK Communications Flow Chart. The communication types, purpose, medium, frequency, and audience are shown in Chart 41 AOK Communication Matrix. The existing communication escalation matrix for dealing with internal communication challenges will be retained as part of the communication management plan. It is shown in Chart 42 AOK Communications Escalation Matrix.

Chart 40 AOK Communications Roles and Responsibilities Matrix (Source: Author's compilation based on data from AOK's Communications Management Plan, 2020)

Stakeholder	Roles and Responsibilities
Change control board	<ul style="list-style-type: none"> • Makes decisions on change requests.
Project manager	<ul style="list-style-type: none"> • Oversight for implementing communications activities. • Is responsible for developing and disseminating press releases.

Stakeholder	Roles and Responsibilities
	<ul style="list-style-type: none"> • Analyze change requests and forward recommendations to the change control board. • Make updates to project documents based on approved communication changes. • Update the Impact Map. • Communicate approved changes to all stakeholders. • Collate data from checklists and other sources. • Perform data analysis and develop reports. • Naming of files and folders in accordance with AOK's conventions for all archived work. • Disseminate reports. • Makes decisions on requests for data. • Can initiate change requests. • Management and monitoring of project communications. • Disposition of project information.
Procurement coordinator	<ul style="list-style-type: none"> • Responsible for communicating with vendors and volunteers. • Can initiate change requests.
Logistics/distribution coordinator	<ul style="list-style-type: none"> • Responsible for communicating with providers of transportation, beneficiaries and third party distributors, as well as with volunteers to organize the distribution of hampers and vouchers. • Can initiate change requests.
Volunteers	<ul style="list-style-type: none"> • Communicates with other project team members regarding their assignments. • Communicates with beneficiaries in the communities. • Can initiate change requests.
Beneficiaries	<ul style="list-style-type: none"> • Communicate with AOK and its partners in order to obtain a food hamper or voucher. • Can initiate change requests.
Partners (Government and NGOs)	<ul style="list-style-type: none"> • Communicate with the project manager and logistics/distribution coordinator. • Can initiate change requests.
Suppliers	<ul style="list-style-type: none"> • Communicates with the procurement coordinator. • Can initiate change requests.

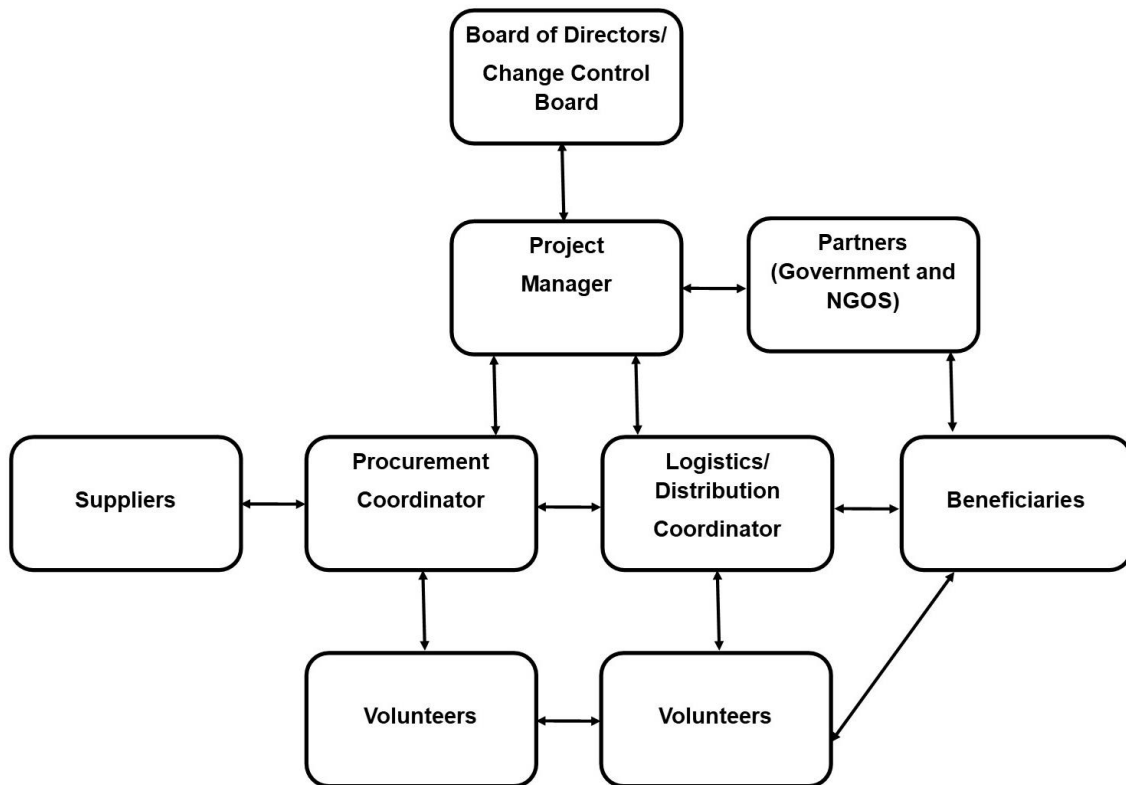


Figure 12 AOK Communication Flow Chart (Source: Modified by author based on flow chart in AOK Communications Plan, 2020)

Chart 41 AOK Communication Matrix (Source: Compiled by author using a template from Team Gantt)

Communication Type	Purpose	Medium	Frequency	Audience
Project team meetings	To discuss the status of the project.	Virtual via WhatsApp and Zoom.	As required	Project team members
Minutes of meetings	To document the project's status as reported by team members.	Microsoft Word documents and email.	After every meeting	Project team members
Project status reports	To keep the board of directors updated.	Microsoft Word documents and email.	Quarterly	Board of directors
Press releases	To keep external stakeholders and the general public apprised of the project's progress.	Microsoft Word, Email, WhatsApp and online newspaper publications.	As required	External stakeholders and the general public
Interviews	To keep external stakeholders and the general public apprised of the project's progress.	Television	As required	External stakeholders and the general public
Telephone calls	To communicate with project partners to discuss beneficiaries and related logistics.	Telephone	As required	Project partners
Telephone calls	To contact beneficiaries to make	Telephone	As required	Project

Communication Type	Purpose	Medium	Frequency	Audience
	arrangements for distribution of hampers and vouchers.			beneficiaries
Telephone calls	To coordinate project activities with team members.	Telephone	As required	Project team members
Telephone calls	To liaise with vendors to coordinate procurement.	Telephone	Every iteration	Vendors
Telephone calls	To make arrangements for the distribution of hampers and vouchers.	Telephone and email	Every iteration	Transportation providers

**Chart 42 AOK Communications Escalation Matrix (Source: AOK
Communications Management Plan, 2020)**

Priority	Definition	Decision Authority	Timeframe for Resolution
Priority 1	It can significantly impact the NGO's operations with detrimental effects on schedule and budget.	Board of directors	Within 2 hours
Priority 2	It can affect the NGO's operations with moderate impact on schedule and budget.	Founder /Project manager	Within 24 hours
Priority 3	It can pose challenges to schedule without impacting the budget.	Logistics/ Distribution coordinator	Within 48 hours
Priority 4	Minor impact to the project, but if left unresolved can create further challenges.	Logistics/ Distribution coordinator or the Procurement coordinator	Within 36 hours

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4.7.3 Manage Communications

Iterations within the project have a 16-day life cycle. Thus, in order to realize efficiency and effectiveness with project communications the project manager will ensure “timely and appropriate collection, creation, distribution, storage, retrieval, management, distribution and ultimately disposition of project information” (*PMBOK® guide*, 2017, p.359). Communications will be tailored to suit audiences and to ensure that the various cultures of stakeholders are respected. Moreover, in

managing communications the project manager will continue to work on developing personal competencies including active listening and responding to stakeholders, maintaining lines of communication, and ensuring quality of information (Project Management Institute, 2017c).

4.7.4 Monitor Communications

To monitor project communications the project manager will compare the actual communication flow among project stakeholders with the Figure 12 AOK Communication Flow Chart to determine if corrective actions are required and whether the plan itself requires changes. In addition, there will be periodic reviews of progress reports and Chart 41 AOK Communication Matrix to assess if the strategic communication activities are being implemented as planned, with their expected outcomes, and if not, how the communication activities can be optimized. Lessons learned will be documented, as well as observations from members of the project team.

4.8 AOK Risk Management Plan

4.8.1 Risk Management Plan Introduction and Approach

The goal for AOK for the risk management plan for the project was to determine how opportunities can come to fruition, and threats to the project minimized. This approach aligned with PMI (2019, p.57) which stated that “the purpose of risk management within the project domain is to support the optimal delivery of project results leading to the realization of benefits for which the project was undertaken.” Thus, the risk management plan included strategies for managing identified and unidentified risks in order to ensure that the project is implemented as planned. It is the result of the identification of project risks, the performance of qualitative risk analysis, planning for risk responses, planning how risk responses would be implemented, and the development of strategies for the monitoring of risks.

In general, the risk attitude of AOK is to be risk adverse. As a new organization with limited project management experience, this approach is considered as

prudent until the organization increases capacity, and can manage a risk seeking attitude. As a part of planning and best practice approach, the risk management plan also included risk thresholds.

Change requests related to the risk management plan will be brought to the attention of the change control board by the project manager. After a decision is made, the project manager will be responsible for disseminating the information to key stakeholders and for updating the related documents. Day-to-day challenges would be managed via telephone, and serious risks and issues would be reported via email.

In general, the AOK project team will review the risk management plan at the start of every iteration, to ensure that selected strategies are tailored to attain favorable outcomes related to the project's risk management needs. In support of this approach the organization will maintain flexibility to address emergent risks during the iterative workflow. The risk management lessons learnt during iterations will be documented in a lessons learnt register and will be used to help improve risk management in upcoming iterations and future projects. A lessons learned form is shown in Appendix 11 AOK Risk Management Lessons Learned Template.

4.8.2 Plan Risk Management

The inputs used to plan risk management were as recommended by the *PMBOK® guide* (2017a, p. 401) the project charter, the project management plan, EEFs and OPAs. The tools and techniques used were expert judgment, data analysis, and meetings. A key element in planning risk management was ensuring that risk activities were assigned. The assignment of tasks would lead to greater responsibility and accountability by key stakeholders. The assignments are shown in Chart 43 AOK Risk Management Roles and Responsibilities. The risks will be documented in a risk register, which will be updated as necessary, using the change control process. The risk activities and outcomes of project risk management will be documented in risk reports.

Chart 43 AOK Risk Management Roles and Responsibilities (Source: Author)

Role	Responsibilities
Change control board	<ul style="list-style-type: none"> • Make decisions on change requests to the project's risk management plan.
Project manager	<ul style="list-style-type: none"> • Presents change requests to the change control board. • Inform key stakeholders of approved change requests. • Update the project's risk management plan based on approved change requests. • Has overall responsibility for implementing risk response strategies, for planning new strategies to address emergent risks, and for monitoring project risks. • Compiling risk reports. • Maintaining the risk management lessons learnt register.
Procurement coordinator	<ul style="list-style-type: none"> • Has day-to-day responsibility for monitoring project risks related to procurement. • Responsible for implementing the mitigation strategy of pre-ordering goods with suppliers in order to avoid shortages.
Logistics/distribution coordinator	<ul style="list-style-type: none"> • Has day-to-day responsibility for monitoring project risks related to logistics and distribution of food hampers and vouchers. • Responsible for implementing the mitigation strategy of leaving voucher dates blank to be filled in by the project team to avoid having to reprint vouchers, if they expire before distribution.
Project Team Members	<ul style="list-style-type: none"> • Assist their immediate supervisors with the identification of emergent risks.

4.8.3 Identify Risks

Project risks were already identified and categorized in a Risk Breakdown Structure (RBS) with Level 1 headings of technical, management, and commercial, as part of the existing AOK Risk Management Plan (2020). Figure 11-4 Extract

from simple risk breakdown structure in the *PMBOK® guide* (2017, p.406) was used as a prompt list to identify the categories for the original plan. For the purpose of this FGP the plan was reviewed and corrections were made to Level 3 management risk. The updated risks are shown in Figure 13 AOK RBS. During implementation an agile approach to the identification of risks will be adopted and will occur at the start of every iteration. Additionally, multiple perspectives will be sought in an effort to obtain a comprehensive view of the threats and opportunities that could impact the project.

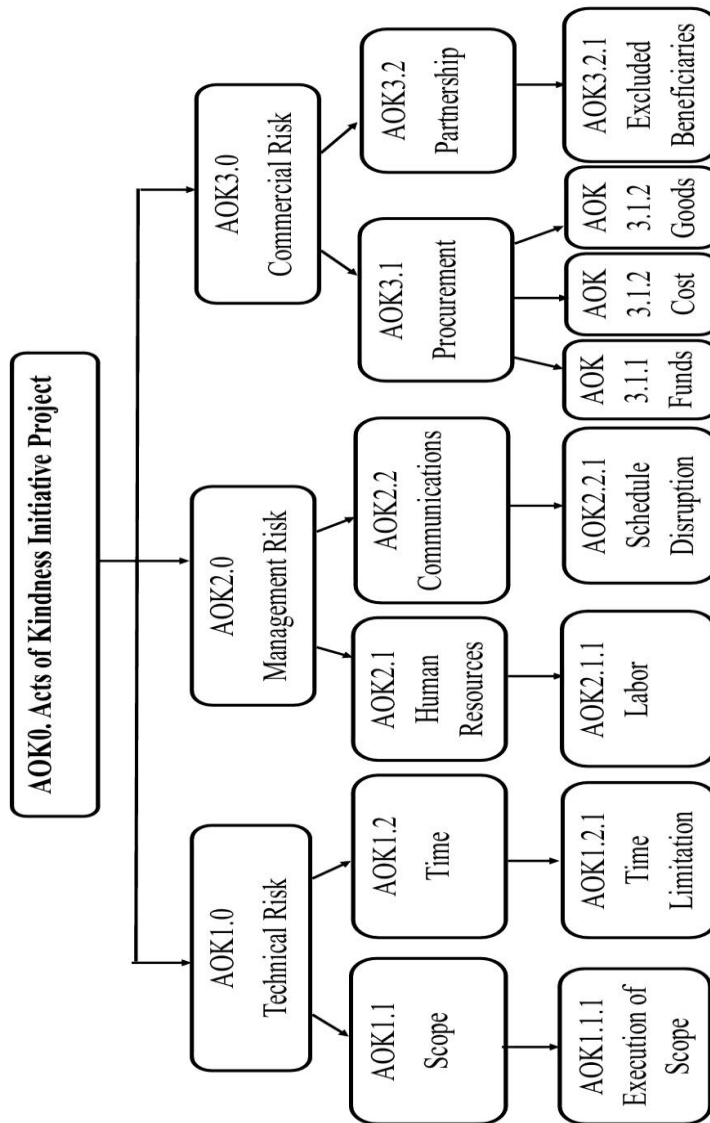


Figure 13 AOK RBS (Source: Modified by author from the Acts of Kindness Foundation Grenada Incorporated's Risk Management Plan, 2020)

4.8.4 Perform Qualitative Risk Analysis

The project management plan and project documents were the primary inputs for this process. The tools and techniques were expert judgment, data analysis, particularly risk probability and impact assessment, and data representation through the use of a probability and impact matrix.

Further, the previously identified risks were used to create a risk register. Based on the revisions made to the RBS from the initial AOK Risk Management Plan (2020) the original risk register was updated. Efforts were taken to ensure that risks were unambiguous and that strategies to address them were properly identified. Risk owners were assigned for all identified risks. The amended risk register is shown in Chart 44 AOK Risk Register.

The definitions for risk probability and impact from the original Risk Management Plan (2020) were not retained for this new plan due to an error in the original design. Thus, new definitions were developed. Both probability and impact were defined and assigned ratings to allow for the continued use of the existing probability and impact matrix. Further, impact was disaggregated in terms of time, cost, and quality. Refer to Chart 45 AOK Definitions of Risk Probability and Impact.

The original 3x3 probability and impact matrix was retained, and is shown in Chart 46 AOK Probability and Impact Matrix. Emphasis in project risk management will be placed on risks scoring 3 and above on the matrix. The risk threshold is \$14,300.

Chart 44 AOK Risk Register (Source: Modified by author based on information in AOK's Risk Management Plan, 2020)

RBS Code: AoK 1.1.1
Cause: Ambitious project scope.
Risk: Unable to deliver food hampers or vouchers to all seven parishes.
Consequence: Unable to assist intended beneficiaries in all seven parishes.
Risk Impact: _1_ Probability of Occurrence: _1_ Probability x Impact: _1_

Trigger: The Government implements curfews restricting the movement of ferries and planes from the mainland to Carriacou and Petit Martinique.
Owner: Project manager.
Strategy: Mitigate – Limit the number of hampers created and issue more vouchers which can be distributed electronically to beneficiaries.
Cost: \$75.
RBS Code: AoK 1.2.1
Cause: Limited time to pack and deliver 1000 hampers/vouchers in five months due to Covid related restrictions that prevent non-essential workers from leaving their places of residence.
Risk: Some of the vouchers may expire and would have to be reprinted with a new expiration date.
Consequence: Needy families face starvation and malnutrition, if they are unable to acquire food supplies in a timely manner due to expired food vouchers.
Risk Impact: <u> 1 </u> Probability of Occurrence: <u> 2 </u> Probability x Impact: <u> 2 </u>
Trigger: The Government implements emergency regulations restricting the movement of persons, planes and vessels from one parish to another.
Owner: Logistics/distribution coordinator.
Strategy: Mitigate - Leave the dates on hardcopy vouchers blank to be filled in by the Logistics /Distribution Coordinator.
Cost: \$250.
RBS Code: AoK 2.1.1
Cause: Occupational risk due to the Covid-19 pandemic.
Risk: Project team members will contract the coronavirus.
Consequence: Project staff member(s) dies as a result of contracting the coronavirus and their families take legal action against the organization resulting in additional legal fees.

Risk Impact: _2_ Probability of Occurrence: _3_ Probability x Impact: _6_
Trigger: One employee contracts the coronavirus.
Owner: Project manager.
Strategy: Mitigate- Project staff signs hold harmless agreements to prevent the organization from lawsuits in the event of mortality due to the coronavirus.
Cost: \$2,500.
RBS Code: AoK 2.2.1
Cause: Unreliable communication network.
Risk: Interrupted communication between project team, sponsors, and partners.
Consequence: Inefficiency in communicating project updates, leads to discontinuation of sponsorship by sponsors.
Risk Impact: _2_ Probability of Occurrence: _1_ Probability x Impact: _2_
Trigger: National telecommunication networks disrupted.
Owner: Project manager.
Strategy: Mitigate- Purchase Mi-Fi's to ensure connectivity in the field in the event that the local mobile network fails.
Cost: \$3,000.
RBS Code: AoK.3.1.1
Cause: Due to the downfall of the economy caused by the Covid 19 pandemic, it may be challenging to persuade potential donors to sponsor the initiative.
Risk: Insufficient funding to prepare and distribute 1000 hampers/vouchers.
Consequence: The project goal will not be achieved and 1000 families in need, won't have access to social and economic relief via hamper and voucher distribution.
Risk Impact: _3_ Probability of Occurrence: _3_ Probability x Impact: _9_
Trigger: Inability to secure \$55,000.

Owner: Project manager.
Strategy: Mitigate - Seek international project funding from multi-national organizations.
Cost: \$30,000.
RBS Code: AoK3.1.2
Cause: Shortages in goods can result in inflation of prices.
Risk: Exceeds project budget.
Consequence: Budget is exhausted and the goal of distributing 1000 hampers/vouchers will not be achieved.
Risk Impact: _3_ Probability of Occurrence: _2_ Probability x Impact: _6_
Trigger: National announcement of inflation by the Government.
Owner: Project manager.
Strategy: Accept (active)- Reduce project scope by reducing the number of project beneficiaries to match available project budget. Also, reduce the quality of food hampers.
Cost: \$7,000.
RBS Code: AoK3.1.3
Cause: Shortages and scarcity of goods due to delays with international shipping, as a result of the Covid 19 pandemic.
Risk: Unable to source goods and services needed for project execution in a timely manner.
Consequence: The project costs will increase because more expensive substitute goods will be procured and there will be more than 10% increase in project time.
Risk Impact: _2_ Probability of Occurrence: _3_ Probability x Impact: _6_
Trigger: Closure of the national ports.
Owner: Procurement coordinator.
Strategy: Mitigate - Pre-order goods with the supplier.

Cost: \$25,500.
RBS Code: AoK3.2.1
Cause: Targeted populations are inaccessible due to a lack of coordination with six governmental and non-governmental organizations.
Risk: Vulnerable targeted beneficiary populations including the homeless, mentally ill, teenage mothers, incarcerated individuals and their relatives, and persons with disabilities are excluded.
Consequence: Without the partnership of the six governmental and non-governmental organizations, it will result in an additional cost and time to identify and assess potential beneficiaries.
Risk Impact: _1_ Probability of Occurrence: _1_ Probability x Impact: _1_
Trigger: Inability to partner with six governmental and non-governmental organizations.
Owner: Project manager.
Strategy: Mitigate - Enhance efforts to build strategic relationships with the government and NGO's.
Cost: \$500.

Chart 45 AOK Definitions of Risk Probability and Impact (Source: Compiled by author based on template from the *PMBOK® guide* (2017, p.407))

<i>Rating</i>	<i>Probability</i>	Negative or Positive Impact on Project Objectives			
		<i>Time</i>	<i>Cost</i>	<i>Quality</i>	<i>Rating</i>
3	51% and above	More than 4 months	26% and above of the project's budget	Will significantly impact hampers and voucher quality.	3

2	11% - 50%	More than 1 week, but less than 4 months	Between 4%-25% of the project's budget	Will have some impact on hamper and voucher quality	2
1	1%-10%	Less than 1 week	Less than 3% of the project's budget	Little to no impact on hamper and voucher quality	1

Chart 46 AOK Probability and Impact Matrix (Source: AOK's Risk Management Plan, 2020)

AOK Probability Impact Matrix				
		Impact		
		Minor (1)	Moderate (2)	Extreme (3)
Probability	Unlikely (1)	-1-	-2-	-3-
	Likely (2)	-2-	-4-	-6-
	Very Likely (3)	-3-	-6-	-9-

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4.8.5 Perform Quantitative Risk Analysis

Due to the simplicity of the project quantitative risk analysis was not performed as it was not required.

4.8.6 Plan Risk Response

As soon as project risks were identified, preliminary responses were planned. However, as the plan progressed, the strategies were refined for better alignment with the project. The two main strategies employed were mitigation and acceptance. Refer to Chart 44 AOK Risk Register to view the individual risk

strategies. Additionally, as outlined before, each risk was assigned an owner. Moreover, as the project progresses and the threat of the occurrence of the risks seem imminent, more in-depth action plans will be created to implement risk management strategies. Project team members will actively engage in analysis to determine if there are opportunities which can be exploited for the benefit of the project. Additionally, time will be invested in analyzing whether planned risk responses could give rise to secondary and residual risks. Responses for those risks will be planned as appropriate.

4.8.7 Implement Risk Responses

Each risk owner is responsible for tracking risk triggers and implementing the risk responses for the risks to which they are assigned. They are also responsible for documenting the risks responses and submitting same to the project manager for inclusion in risk reports. Risks that cannot be managed by other project team members should be escalated to the project manager.

4.8.8 Monitor Risks

At the start of every iteration the risk management plan will be reviewed. Emergent risks will be analyzed and change requests will be initiated, as necessary. Risk management strategies will be assessed for efficiency of implementation and effectiveness. In addition, the strategies will be assessed for their impact to the triple constraints of scope, time, and cost, as well as impact on quality. As part of monitoring of risks the project manager will ensure that related documents are updated and that the risk information is conveyed to the key stakeholders in a timely manner.

4.9 AOK Procurement Management Plan

4.9.1 Procurement Management Plan Introduction and Approach

The purpose of the AOK Procurement Management Plan is the development of an OPA that will define the procurement requirements and guide procurement management and control activities. This plan covers assigned responsibilities;

contract type and approval process; the items to be procured; risks associated with procurement management and plans for mitigation; determination of costs; procurement templates; selection criteria; management of suppliers; the integration of procurement with scope, budget, and schedule; procurement constraints; identification of prequalified sellers; and performance metrics for procurement activities.

Inputs used to create this plan included the project charter, other subsidiary plans, project documents, EEFs, OPAs, project documents and a procurement management plan template (Project Management Docs, n.d.). Tools and techniques included expert judgment, data gathering, data analysis, and source selection analysis.

The plan will be reviewed at the start of each iteration to determine relevance if there are changes in the EEFs and risks that threaten procurement or opportunities to be exploited. Attempts will be made to ensure that the plan is simple to follow and not burdensome in its implementation. Where change requests are initiated, the impacts of same will be analyzed by the project manager who will then forward the request to the change control board for decision making. Approved changes to the plan will be communicated to all relevant stakeholders. Additionally, related documents will be updated.

4.9.2 Plan Procurement Management

In order to ensure efficiency and effectiveness of project procurement, the related roles and responsibilities were developed and they are outlined in Chart 47 AOK Procurement Roles and Responsibilities. Complexity of procurement will be kept to a minimum. One (1) pre-selected main supplier will be used for goods to create the food hampers. This seller is well established and usually has food items in sufficient quantity and at comparative costs. Alternative suppliers will be sought when the main supplier does not have the required inputs. One (1) pre-selected supplier will be used to supply plastic bags. If there are shortages, other suppliers

will be sought. A maximum of 10 vendors will be used for redeeming food vouchers. One (1) pre-selected donor will provide the vouchers. In the event that the arrangement is cancelled, electronic vouchers can be created and issued to beneficiaries. Cleaning and sanitizing supplies as well as PPEs will be used from existing supplies. When additional are required, the budgeted funds will be spent.

4.9.2.1 Contract Type. The type of contract to be used will be firm-fixed price. The rationale is that sellers will have to assume “the risk of increase performance cost” and it “imposes minimum administrative burden” (Office of Financial Resources, 2018) on AOK. Project team members will collaborate to support the procurement contract function. There will be documentation and review of the types of items and food supplies, their characteristics, quantities, and delivery dates. In instances when the pre-selected sellers cannot meet demands, requests for quotations will be issued to alternative suppliers. Quotations will be compared and a selection made using a set criteria. Refer to Chart 48 AOK Procurement Selection Criteria.

4.9.2.2 Procurement Risks and Management. Procurement risks are included in the project’s risk management plan. In general terms the procurement risks relate to price increases, supplies shortages, reduced funding, and expiration of food vouchers. On the project procurement risks are kept to a minimum because of the use of established relationships with Competent vendors. Additionally, the items to be procured, particularly the food items, are not speciality items and are usually available in large quantities and varieties. Using the agile approach for the project will provide schedule flexibility to deal with shipment delays. As with every project, the identified risks are not all-inclusive and the project team members, particularly the procurement coordinator and the project manager will continue to monitor identified and previously unidentified project risks. Refer to section 4.8 AOK Risk Management Plan for a more in-depth analysis of procurement risks and individual mitigation strategies.

4.9.2.3 Cost Determination. The cost of food vouchers was pre-established as \$50 each. In instances where the main vendor has pre-packaged \$50 food hampers for sale, some hampers can be purchased by the project providing they meet the approved requirements. This would have the added advantage of reducing the labor needs on the project. When food hampers have to be created by the project team, and cleaning supplies and PPEs procured, sellers will be asked to provide quotations for items on the procurement list. Refer to Appendix 12 AOK Procurement List. The quotations must detail the items, characteristics, delivery arrangements, cost, and the amount for value added tax (VAT), when applicable. If a discount is negotiated beforehand, same must be reflected on the quotation. The source selection criteria will be used to assess quotations; thereafter, a seller or sellers will be selected. AOK reserves the right to engage multiple sellers for multiple items based on prices, quality, and schedule of delivery quoted.

Chart 47 AOK Procurement Roles and Responsibilities (Source: Author)

Roles	Responsibilities
Change control board	<ul style="list-style-type: none"> • Make decisions on change requests to the project's procurement management plan.
Project manager	<ul style="list-style-type: none"> • Provides oversight and management for the procurement process. • Reviews and approves procurement lists. • Approves vendors. • Presents change requests to the change control board. • Inform key stakeholders of approved change requests. • Update the project's procurement management plan and related documents based on approved change requests. • Maintain the procurement management lessons learnt register.
Procurement coordinator	<ul style="list-style-type: none"> • Conducts procurements. • Identifies vendors and make recommendations to the project

	<p>manager.</p> <ul style="list-style-type: none"> • Implements risk responses for procurement related risks. • Maintain documentation and compiles procurement reports. • Day-to-day management of sellers.
Logistics/distribution coordinator	<ul style="list-style-type: none"> • Creates procurement list and submits same to the project manager for review. • Confirms the quantity and quality of supplies, goods and vouchers received from the procurement coordinator.
Project team members	<ul style="list-style-type: none"> • To provide assistance with procurement duties, as assigned, to the procurement coordinator and to the logistics/distribution coordinator.
Sellers	<ul style="list-style-type: none"> • Attend to requests for quotations. • Supply items in the quality and quantities required.

4.9.2.4 Procurement Constraints. The procurement constraints identified for the Acts of Kindness Initiative Project were cost, scope, schedule, and resources. They were detailed as follows:

Cost - The cost for each food hamper or value of food voucher was \$50 in normal circumstances. Only in exceptional circumstances would the cost of food hampers be increased to cater to the needs of large families.

Scope - Procurement was constrained by scope in that 1000 families must be supported either through vouchers or food hampers. Thus, the cost for food items must be controlled. Efforts must be made to realize cost savings through wholesale arrangements. This would help to cover shortfalls that may occur when large families receive food hampers valued above \$50.

Schedule – The project was constrained by set start and end dates.

Resources – Procurement management was constrained by limited human resources. AOK is a small foundation with one procurement coordinator who will be supported by other project team members, as necessary. No additional external personnel would be added to this function.

4.9.2.5 Contract Approval Process. After a seller is selected, the project manager has the responsibility to contract for services. A simple contract will be required to facilitate procurement under this project. The contract should include the following details: names of buyer and seller; final list of items; quantities; cost; date of signing; delivery terms and conditions; payment agreement; policy for return of spoilt goods or defective items; and an exit clause. All contracts will be subject to local laws.

4.9.2.6 Selection Criteria. Chart 48 AOK Procurement Selection Criteria shows the basis on which items will be evaluated.

Chart 48 AOK Procurement Selection Criteria (Source: Author)

AOK Procurement Selection Criteria	
Instructions: Rating – 1-5 Low to High. Vendor with the highest total score will be awarded.	
CRITERIA	RATING
1. Items are available in the quality required.	
2. Items are available in the quantity required.	
3. Items can be provided on or before the delivery date.	
4. Cost of items compared with other quotations.	
5. A discount is offered as the project is not for profit. Key: 1 – No discount 4 – 3% discount 5 – 5 % discount 6 -10% discount	

7 Above 10% discount	
6. Vendor agrees to AOK's proposed payment terms and conditions.	
7. Past performance of seller.	
8. Observed sanitation and health practices at the vendor's site.	
Total score	
Rank when compared to other vendors	
Notes:	

4.9.2.7 Seller Management. The project manager has oversight for seller management. However, day-to-day management of sellers will be the responsibility of the procurement coordinator. When feasible, the preference for engagement with sellers is via telephone and email to reduce face-to-face interactions during the pandemic. Exceptions will be made when necessary, for the procurement coordinator to visit vendors to view in person the items that are available for purchase and to complete payments.

4.9.2.8 Performance Metrics for Procurement Activities. Metrics were established to assess the performance of sellers. The results of the assessments will be used to inform the procurement report and will be used to make future selection determination. Refer to Appendix 13 AOK Performance Metrics for Procurement Activities.

4.9.3 Plan to Conduct Procurement

The procurement coordinator will be responsible for conducting procurement ethically, efficiently and effectively. The procurement coordinator must be proactive in engaging sellers to obtain seller responses, providing feedback, and making recommendations of sellers to the procurement coordinator. In addition, the procurement coordinator must keep aware of changes to the EEFs that may affect

procurement. The project manager will award contracts. Other project team members will provide support as required.

4.9.4 Plan to Control Procurements

The project manager and the procurement coordinator will jointly control procurements. The procurement coordinator will be responsible for managing relationships with sellers and monitoring contract performance. As a result, the procurement coordinator can initiate change requests. The project manager will be responsible for closing out contracts. To complete the control procurements process, they will use as inputs the project management plan, procurement documentation, approved change requests, work performance data, EEFs and OPAs. Moreover, they will use expert judgment, data analysis, claims administration, inspection tools, and techniques. They will update procurement documents and the project management plan, when necessary.

4.10 AOK Stakeholder Management Plan

4.10.1 Stakeholder Management Plan Introduction and Approach

The purpose of this plan is to identify stakeholders, their expectations, possible impact on the project, and develop an approach to managing and monitoring the stakeholders to achieve the project's objectives. This plan will be reviewed at the start of each iteration to ensure that changes in the project's stakeholders are identified, assessed, and that the appropriate management and monitoring strategies are developed. This will be done simultaneously with the identification, analysis, and planning of strategies for managing new risks.

Further, the stakeholder management plan will align with AOK's Communications Management Plan, as communication is essential to building rapport as a new entity, facilitating co-creative processes, and stakeholder management. Emphasis will be placed on minimizing complexities of stakeholders' relationships. This will be done by engaging with stakeholders directly, where possible, to ensure their

satisfaction. Moreover, strategies for stakeholder engagement will be balanced against time, cost, and scope constraints to ensure that they are realistic.

An essential component of planning stakeholder engagement is the identification of roles and responsibilities to support the implementation of the stakeholder management plan. Refer to Chart 49 AOK Stakeholder Management Roles and Responsibilities.

Chart 49 AOK Stakeholder Management Roles and Responsibilities (Source: Author)

Role	Responsibilities
Change control board	<ul style="list-style-type: none"> • Makes decisions on change control requests.
Project manager	<ul style="list-style-type: none"> • Identification of stakeholders. • Creation of the stakeholder management plan. • Responsible for the overall planning, managing, and monitoring of stakeholders.
Project team members	<ul style="list-style-type: none"> • Assist with the identification of stakeholders. • Assist with the analysis of stakeholders. • Recommend stakeholder engagement strategies. • Conduct stakeholder engagement based on their respective roles.
Volunteers	<ul style="list-style-type: none"> • Assist with the identification of stakeholders. • Assist with the analysis of stakeholders. • Conduct stakeholder engagement based on their respective roles.
Government ministries and statutory bodies	<ul style="list-style-type: none"> • Assist with the identification of beneficiaries. • Conduct stakeholder engagement as a project partner.
NGOs	

4.10.2 Identify Stakeholders

Project stakeholders were identified and analyzed. Refer to Chart 50 AOK Stakeholders Identification and Analysis. The inputs used included the project charter, other subsidiary plans, EEFs and OPAs. Tools and techniques used included expert judgment, meetings, and data analysis. The stakeholders were prioritized using an L-Shaped Matrix. Refer to Chart 51 AOK Stakeholders' Prioritization Using the L-Shaped Matrix.

Chart 50 AOK Stakeholders Identification and Analysis (Source: Compiled by author and informed by Eby, 2016)

Stakeholder	Role	Predisposition	Expectations	Impact	Interest	Power	Influence
AOK	Project Sponsor	Committed	That the project will have a high impact in the community; that the project will be completed according to scope, schedule, cost and quality requirements; and that beneficiaries will be satisfied.	High	High	High	High
Project Team	Labor	Committed	That they will receive resources and support needed to successfully implement the activities.	High	High	Medium	High
Volunteers	Labor	Supportive	That they will have a safe workspace.	Low	Medium	Low	Medium

Stakeholder	Role	Predisposition	Expectations	Impact	Interest	Power	Influence
Government ministries and statutory bodies	Pass regulations that implement curfews.	Supportive	That there will be regulatory compliance, efficiency with distribution of hampers and vouchers, and that beneficiaries will receive an adequate supply of food.	Medium	High	Medium	Medium
	Project partners to help identify beneficiaries						
	Identify beneficiaries						
NGOs	Identify beneficiaries	Supportive	That there will be efficiency with distribution and that beneficiaries receive an adequate amount of food.	Medium	High	Low	Medium
	Logistics/distribution						
Donors	Funding	Supportive	That there will be accountability for the use of the funds provided.	High	High	High	High
Beneficiaries	End users	Supportive	That they will receive an adequate supply of food.	Low	High	Low	Medium

Chart 51 AOK Stakeholders' Prioritization Using the L-Shaped Matrix (Source: Author)

<i>Stakeholders Prioritization</i>	AOK	Project Team	Donors	Suppliers	Volunteers	Beneficiaries	Government Ministries and Statutory Bodies	NGOs	Row Total	Relative Decimal Value
AOK		5	1	10	10	10	5	5	46	0.26
Project Team	1/5		1/5	5	5	10	5	5	30.4	0.17
Donors	1	5		10	10	10	5	5	46	0.26
Suppliers	1/10	1/5	1/10		5	5	1/5	1	11.6	0.06
Volunteers	1/10	1/5	1/10	1/5		1	1/10	1/5	1.9	0.01
Beneficiaries	1/10	1/10	1/10	1/5	1		1/10	1/5	1.8	0.01
Government Ministries and Statutory Bodies	1/5	1/5	1/5	5	10	10		5	30.6	0.17
NGOs	1/5	1/5	1/5	1	5	5	1/5		11.8	0.07
Grand Total									180.1	

Key

10 – Much more important 5 – More important 1 – Equally important 1/5 – Less important 1/10 – Much less important

4.10.3 Plan Stakeholder Engagement

The plan for engaging stakeholders is shown in Chart 52 AOK Stakeholder Engagement Plan.

Chart 52 AOK Stakeholder Engagement Plan (Source: Author)

Stakeholder	Engagement Strategies	Frequency
AOK	Emails, an impact map, status reports, text messages, and telephone calls	As needed
Change control board	Emails and reports.	As needed
Project manager	Emails, telephone calls, text, messages, face-to-face, and reports.	As needed
Project team and volunteers	Meetings, an impact map, telephone calls, text messages, face to face, and emails.	As needed
Government ministries, statutory bodies and NGOs	Emails, press releases, face-to-face, and telephone calls.	As needed
Beneficiaries	Emails, press releases, informal interviews, and telephone calls.	As needed

4.10.4 Manage Stakeholder Engagement

The project manager supported by the project team members and volunteers will actively manage stakeholder engagement. This will be done by implementing the stakeholder management plan. Whenever stakeholders express concerns and recommendations, the project manager will further engage them to fully understand their perspectives, and will determine whether a change request should be initiated. When engaging stakeholders, appropriate interpersonal and team skills will be used. The aims of managing stakeholder engagement include building support for the project to realize the specific objectives and managing stakeholders' expectations. Updates will be made as necessary, and as approved, to subsidiary project management plans and project documents.

4.10.5 Monitor Stakeholder Engagement

As an agile project, it is crucial that stakeholder relationships are monitored to ensure that the foundation continues to build credibility with all stakeholders. Given the volatility of implementing a project in a pandemic, there is greater need for competence when performing stakeholder engagement activities. Thus, various tools and techniques including data analysis, decision making, communication and interpersonal skills will be utilized to monitor stakeholder engagement, to determine if the results of the activities were as intended. It is envisioned that monitoring will result in change requests, generation of data information, and updates made to project documents, as well as to the project management.

5. CONCLUSIONS

As a result of the development of the research objectives the following conclusions were obtained:

1. The general objective of the research was to create a project management plan for the implementation of the Acts of Kindness Initiative Project. The purpose of the project management plan was to create an OPA that would provide guidance for project implementation within the constraints of scope, time and cost. To satisfy the general objective, 10 subsidiary project management plans pertaining to integration, scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholder management were created.

The work was important because AOK was a new entity which lacked a cache of OPAs and a lessons learnt register from which it could draw upon to assist with project implementation. Completing the plan positions the foundation to successfully complete its project and provides a template that can be tailored to meet the needs of future projects. Further, as a public document this FGP can be used as a guide for other students pursuing this or a similar course of study, as well as a roadmap for other NGOs undertaking similar initiatives.

The general objective was achieved by employing the analytic-synthetic, statistical, and qualitative research methods. Techniques and tools used in support of the process included a literature review and analysis of data from the *PMBOK® guide* (2017) and other online sources, as well as informal interviews with key stakeholders.

2. The purpose of Specific Objective 1 was to create a project charter which contained the high-level information of the project to ensure that the project manager was authorized to apply resources to the project, and to create a project management plan in support of project integration. AOK had a

rudimentary project charter which was revised using the FGP's project charter template provided by UCI. The revised project charter serves as an important OPA outlining the project's purpose, scope, stakeholders, budget, and other salient information. While the development of this specific objective was constrained by time, all of the information needed to complete the new project charter was readily available for review. By completing Specific Objective 1 a critical component of the project integration management plan was created. In addition, the knowledge of the author was increased and this will augur well for building capacity of AOK.

3. The purpose of Specific Objective 2 was to develop a scope management plan that will define, validate and control the project scope. The creation of the scope management plan helped to capture in one location the project's requirements, processes and related tools, scope roles and responsibilities and other critical information needed to effectively define, develop, monitor and control the scope. Specific Objective 2 was completed using tools and techniques including data gathering and analysis, decomposition, informal interviews with key stakeholders, and expert judgment. The methods used to develop this objective was valid as evidenced by the content contained within the plan.

The constraints experienced in developing the scope management plan were time and resources. Nonetheless, to date, project partners were explicit in their requirements for the hampers and vouchers and this assisted greatly with agile planning. The importance of the scope management plan was that it acted as a foundation for the review and/or development of all other subsidiary management plans, given that aspects of scope serve as control factors that limit the design of the other plans. Additionally, the scope management plan can be shared with other entities desirous of undertaking similar projects thereby increasing the process assets within the non-profit and not for profit domains.

4. The purpose of Specific Objective 3 was to create a schedule management plan that will regulate the development, monitoring and control of the schedule. An agile approach to schedule management was adopted. The plan was created using the project charter, the scope management plan and environmental enterprise factors. It was further informed by local census data and other online articles about schedule management. The tools and techniques deployed were expert judgment, rolling wave planning, decision making, dependency determination (discretionary and external).

The result was a comprehensive plan that could be revised through an established change control mechanism to foster alignment with prevailing circumstances. Based on analysis of data it was realized that each iteration could be 16 days in duration and that the amount of work to be carried out could vary from one iteration to another, based on resources and local regulations in force. Further, it was noted that based on recent experiences the Government of Grenada could cancel traditional holidays such as Carnival, and this would affect the project's calendar.

The schedule management plan will provide a guide for the implementing team as it pertains to schedule policies and procedures. Moreover, analysis of data related to the schedule will inform the project manager on whether the project is proceeding as planned, is ahead of schedule or is delayed. With this information the project manager will be better able to make strategic decisions based on empirical data.

5. The purpose of Specific Objective 4 was to create a cost management plan that determines how the costs will be planned, structured and controlled. Undoubtedly, cost management is a critical area of project management. Therefore, a main resource in developing this plan was the *PMBOK® Guide* (2017). In addition, expert judgment, parametric estimating and analogous

estimating were techniques used to estimate costs. The result was establishing of the cost baseline, basis of estimates and the project budget. A key factor in creating this plan was the assignment of a control account to each cost. Additionally, for simplicity the cost code was identical to the WBS ID. A major constraint in developing the plan was that each voucher and hamper in normal circumstances were not to exceed \$50. However, savings realized from wholesale arrangements implemented under the procurement management plan would be assigned to catering to the needs of a limited number of larger families. The importance of this plan was that it would provide a means for executing fiscal control on the project. By conducting EVM the project manager would be able to determine the performance of the project, including identifying variances. Further to this, the project manager would also be able to engage in project forecasting.

6. The purpose of Specific Objective 5 was to develop a quality management plan to ensure that the agreed-upon requirements of the stakeholders were incorporated. As quality management is at times sidelined in some institutions, its importance to the project was underscored by the identification of roles and responsibilities related to quality management processes. The inputs used in creating the plan were the project charter, the scope management plan, requirements documentation and EEFs such as cultural perceptions, geographic distribution and marketplace conditions. In conjunction with the aforementioned, the tools and techniques used included expert judgment, data gathering from informal interviews, and data representation using flow charts.

The results included establishing project and products quality requirements and quality baseline, creation of a quality activities metrics, a project management metrics, flow charts for the creation of hampers and vouchers, a site inspection checklist, a procurement checklist and a logistics/distribution checklist. The significance of the quality management plan was that it provided the project team with a valuable process asset

equipped with tools to help manage quality for both the project management process and products of the project. For example, the metrics and quality baseline can be used to facilitate the comparison between planned quality and actual quality on the project. The results of the comparison would inform the quality reports which in turn would guide the key internal stakeholders in developing additional preventative and corrective measures. Moreover, as with the other subsidiary management plans, once published, the quality management plan will serve as a reference for others engaging in planning quality management on projects.

7. The purpose of Specific Objective 6 was to create a resource management plan that identified the human and other resources needed to determine the project's budget. The AOK Resource Management Plan, 2020 and the scope management plan were used as inputs in creating the new resource management plan. Tools and techniques used included expert judgment, and parametric estimating techniques. The revision of the resource management plan would make it easier to control resources on the project and is likely to improve the performance of the project team. The results of the plan included the identification of the resources, skills and proficiencies needed. Also included was a rubric for conducting interviews for volunteers and a resources calendar. There were also strategies for developing and managing the team, controlling resources and to facilitate change control. In terms of its application, the plan will help to optimize the use of limited and valuable resources on the project and assist with project implementation efficiency.
8. The purpose of Specific Objective 7 was to establish a communications management plan that reflected the information needs of stakeholders and guided the corresponding activities. The tools and techniques used to plan communications management included expert judgment; communications requirement analysis; a review of available and cost effective

communication technology, and methods; OPAs, as well as data representation. The methodological approach undertaken was valid as it took into consideration the challenges of communicating within a pandemic and with a limited budget. Thus, the plan aimed to limit face-to-face interactions and placed emphasis on the use of technology to communicate. Apart from the limited budget, other constraints in developing this plan were scope in terms of which stakeholders should be considered and time available to complete the plan. The results of the research included the identification of roles and responsibilities related to communication and the development of OPAs including a communications matrix, a communication escalation matrix, a flow chart, and plans for managing and monitoring communications. The communication management plan's importance was that it would guide project communications ensure that the right information was provided to the right stakeholders in a timely manner and using appropriate media. A benefit of managing communications is that it would help to build support for the project and the foundation's brand.

9. The purpose of Specific Objective 8 was to formulate a risk management plan that established the approach for dealing with identified and unidentified risks. The AOK Risk Management Plan 2020, project charter, other subsidiary plans, EEFs and OPAs were used in developing this plan. The tools and techniques used were expert judgment, data analysis, and meetings. The assignment of risk activities was essential to the planning process. Results of the research included creation of a risk management lessons learned template, a RBS, an amended risk register, establishment of definitions for probability and impact, adoption of a 3x3 probability and impact matrix, and plans for planning and implementing risk responses and monitoring risks. Going forward it will be important that the agile approach to risk management is retained. In this way, the project team will be able to keep abreast of all potential threats and opportunities. Thus, the project team will be better positioned to actively strategize to respond appropriately.

Effective implementation of the risk management plan is likely to result in the project successfully achieving its objectives.

10. The purpose of Specific Objective 9 was to develop a procurement management plan that guided the acquisition of resources needed for the project. Inputs used to create this plan included the project charter, other subsidiary plans, project documents, EEFs, OPAs, and a procurement management plan template. Tools and techniques included expert judgment, data gathering, data analysis and source selection analysis. The result was that the plan covered assigned responsibilities; contract type and approval process; the items to be procured; risks associated with procurement management and plans for mitigation; as well as determination of costs; procurement templates; selection criteria; management of suppliers; the integration of procurement with scope, budget, and schedule; procurement constraints; identification of prequalified sellers; and performance metrics for procurement activities. The resulting procurement management plan will assist with the management of suppliers and supplies, help to control costs, and maximize efficiencies. The general and specific objectives of the project did not mandate a complex procurement management plan, and the final document included the critical components for project procurement success.
11. The purpose of Specific Objective 10 was to create a stakeholder management plan that identified stakeholders, their expectations, possible impact on the project, and which prescribed an approach to managing them. The inputs used for identifying stakeholders included the project charter, other subsidiary plans, EEFs and OPAs. Tools and techniques used included expert judgment, meetings, and data analysis. The results included stakeholders identification and analysis, stakeholders prioritization using the L-Shaped matrix, stakeholders engagement plan, and plans for managing and monitoring stakeholder engagement. Due to the limitations of time and

budget, it is essential that there is close alignment between the stakeholder management plan and the communication management plan. Further, there are synergies between both plans that mandate concurrent implementation. The stakeholder management plan will guide the project team and serve as a resource for other teams planning stakeholder management.

12. Overall, this research achieved its general objective which was to create a project management plan to serve as a roadmap for the implementation of the Acts of Kindness Initiative Project. This was accomplished by satisfying the specific objectives of creating a project charter, as well as subsidiary management plans. The management plans covered the following knowledge areas: integration, scope, schedule, cost, quality, resource, communications, risk, procurement and stakeholder. In order to complete the project management plan for the Acts of Kindness Initiative Project, the researcher employed analytic-synthetic, statistical, and qualitative research methods. Importantly, the significant increase in OPAs will help to improve efficiency and effectiveness of project implementation. The onus is on the foundation to educate its project team members on the project management plan, and implement the strategies to successfully mitigate food security challenges for targeted families.

6. RECOMMENDATIONS

1. AOK should conduct research on additional project charters for projects of a similar nature to help identify assumptions and constraints to better guide the planning process.
2. As a new legal entity, AOK should provide training in project management for members of the project team, with emphasis on project management in the NGO sector.
3. AOK should maintain a simple schedule management plan until it builds further project management capacity of its volunteers.
4. AOK should continue to build templates related to scope and schedule management processes for use on future projects.
5. Additional processes such as the distribution of food hampers and the selection of beneficiaries can be reviewed to create continuous improvement plans for those aspects of the project.
6. AOK should consider contracting a training and development officer to create an in-depth training plan for its project team members.
7. For the duration of the project, the project manager should keep abreast with emerging best practices on project communications to determine what improvements could be made to the communications plan. Emphasis should be placed on no cost or low cost strategies.
8. Consideration can be given to exploring options for low cost quantitative risk analysis tools and techniques. This will help to build capacity among the project team members in the event that there are significant changes to the risk management plan that mandates quantitative risk analysis.
9. Every effort should be made to conclude procurement at wholesale rates to realize cost savings. The cost savings can be used to assist large families that require additional hamper or voucher support beyond the \$50 allocation.
10. Importantly, the project manager must ensure that both the communication and stakeholder management plans are reviewed in tandem, to capture the

engagement and communication needs of all project stakeholders, while ensuring the adoption of strategies to adequately address those needs.

11. The foundation should consider developing a plan to set up a permanent PMO. The PMO can provide guidance to new project team members and volunteers. In addition, it can be charged with the responsibility for creating templates and maintaining a lessons learnt register.

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8. APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
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.	
Date:	Project Name:
October 26, 2020	Project Management Plan for the Acts of Kindness Foundation Grenada Incorporated's Acts of Kindness Initiative Project.
Knowledge Areas / PM Processes:	Application Area (Sector / Activity):
Knowledge Areas: Project Integration Management, Project Scope Management, Project Schedule Management, Project Cost Management, Project Quality Management, Project Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management and Project Stakeholders Management.	Non-Government Organization
PM Processes: Initiating, Planning, Executing, Monitoring and Controlling and Closing.	
Project Start Date:	Project Finish date:
October 26, 2020	April 19, 2021
Project Objectives (General and Specific):	
General Objective:	
To create a project management plan to serve as a roadmap for the implementation of the Acts of Kindness Initiative Project.	
Specific Objectives:	
1. To create a project charter which contains the high-level information of the project to ensure that the project manager is authorized to apply resources to the project.	

2. To develop a scope management plan that will define, validate, and control the project scope.

3. To create a schedule management plan that will regulate the development, monitoring, and control of the schedule.

4. To create a cost management plan that determines how the costs will be planned, structured, and controlled.

5. To develop a quality management plan to ensure that the agreed-upon requirements of the stakeholders are incorporated.

6. To create a resource management plan that identifies the human and other resources needed to determine the project's budget.

7. To establish a communications management plan that reflects the information needs of stakeholders and guide the corresponding activities.

8. To formulate a risk management plan that establishes the approach for dealing with identified and unidentified risks.

9. To develop a procurement management plan that guides the acquisition of resources needed for the project.

10. To create a stakeholder management plan that identifies stakeholders, their expectations, possible impact on the project, and which prescribes an approach to managing them.

Project purpose or justification (merit and expected results):

The Government of Grenada's response to the Covid-19 pandemic resulted in a national lockdown of the country which was characterized in part by restrictions to air and sea travel. This directly impacted the tourism industry and resulted in the closure of related businesses. In addition, persons with seasonal and casual employment were also negatively affected, due to the curfew that was enforced to curb the spread of the coronavirus. The result was that many families experienced food shortages due to loss income.

In response, the Acts of Kindness Initiative Project was conceptualized to provide food hampers and food vouchers to families in need. The expected benefits of the project are that families across the tri-island state will have food supplies to mitigate hunger, frustration, and stress experienced as a result of food shortages. It is anticipated that the creation of the project management plan will result in the implementation of the project within the constraints of scope, time, and cost.

Moreover, it is expected that the project management plan will add to the newly registered Acts of Kindness Foundation Grenada Incorporated's organizational process assets (OPAs). These OPAs can be used as guidelines in the development of project management plans for future similar projects.

Description of Product or Service to be generated by the Project – Project final deliverables

This project will create a project charter and a project management plan to guide the implementation of the Acts of Kindness Foundation Grenada Incorporated's Acts of Kindness Initiative Project. The project management plan will be inclusive of the following subsidiary plans: scope management plan; schedule management plan; cost management plan; quality management plan; resource management

plan; communications management plan; risk management plan; procurement management plan; and a stakeholders management plan. The charter and project management plan will be based on published project management standards, as well as on emerging best practices.

Assumptions:

1. That the technologies needed to complete the project will remain accessible and functional.
2. That feedback from the tutor and reviewers will be delivered in a timely manner.
3. That the time allotted to complete the project is sufficient.
4. That the requirements for completing the Final Graduation Project (FGP) will remain constant for the duration of the activity.
5. That the project can be completed by the project manager.
6. That the funding required will be available for the completion of the FGP.
7. That all of the required information needed to complete the FGP will be available.

Constraints:

1. Scope - The use of the FGP template, as provided by UCI, is mandatory.
2. Time - The time needed to complete each phase of the FGP is limited by UCI.
3. Cost - Limited funds to complete the FGP.
4. Resources - Only one person is responsible for completing the FGP.

Preliminary Risks:

1. If weekly deliverables are not submitted on time, then the scope of the FGP will not be completed.
2. If weekly deliverables are not submitted on time, then the student will not be eligible for all or part of the corresponding marks.
3. If academic and technical support from the tutor is not timely, then the quality of the project management plan will be affected.
4. If relevant literature is not available, then informed decision making will be affected.

Budget:

The project budget is estimated at \$775 as follows:
 Internet \$125.
 Equipment \$100.
 Review by a philologist \$100.
 Stationary supplies \$50.
 Printing of final FGP document - \$200.
 Binding of final FGP document - \$50.
 Mailing of final FGP document to Costa Rica - \$150.

Milestones and dates:

Milestone	Start date	End date
Final Graduation Project Start	October 26, 2020	April 23, 2021
Graduation Seminar	October 26, 2020	November 27, 2020
FGP Deliverables	October 26, 2020	November 20, 2020
Tutoring Process	January 25, 2021	April 19, 2021

Reading by Reviewers	April 20, 2021	May 4, 2021
Adjustments	May 5, 2021	May 11, 2021
Presentation to Board of Examiners	May 12, 2021	May 16, 2021
Relevant historical information:		
<p>The Acts of Kindness Foundation Grenada Incorporated (AOK) was founded by the project manager of this FGP. It was registered with the Corporate Affairs and Intellectual Property Office (CAIPO) in Grenada, West Indies in 2020. It is a non-profit organization with three directors. Its registration added to the legitimacy of the grassroots efforts and resulted in increased donor confidence in the project. Its first project was an initiative to address food security challenges experienced by families. This was effected through the Acts of Kindness Initiative Project. The project was developed to provide food hampers and food vouchers to beneficiaries.</p> <p>As a newly founded entity, its project team was also new, and the Foundation lacked OPAs to guide its project implementation. This meant the absence of established policies, processes and procedures, as well as knowledge repositories. The founder being enrolled in the MPM capitalized on the opportunities presented during coursework, to create some subsidiary management plans. This FGP provides the opportunity to delve further into the process through the completion of the project management plan. It will add value to the organization. The experience will result in capacity building. This will be effected through the deepening of knowledge, and the sharpening of skills and abilities relevant to project management.</p>		
Stakeholders:		
<p>Direct stakeholders: Student and project manager - Ayanna Williams Final graduation seminar professor - Mr. Carlos Brenes Tutor Reviewers Global School of Project Management, University for International Cooperation The Acts of Kindness Foundation Grenada Incorporated Food hamper and food voucher recipients Project donors</p> <p>Indirect stakeholders: Academic assistant Government of Grenada</p>		
Approval:		
Project Manager: Ayanna Williams	Signature: Ayanna Williams	
Authorized by: Carlos Brenes	Signature:	

Appendix 2: Total Population Count by Parish 2011

(Source: The Population and Housing Census 2011, the town of St. George and rest of St. George were merged by the author)

PARISH	HOUSEHOLD POPULATION	INSTITUTIONAL POPULATION	HOMELESS POPULATION	TOTAL		
				M	F	T
Carriacou and Petite Martinique	5633	27	1	2866	2795	5661
St. Andrew	26436	59	8	13467	13036	26503
St. David	12860	9	9	6457	6421	12878
St. George	37404	808	39	19124	19127	38251
St. John	8404	59	5	4356	4112	8468
St. Mark	4344	62	0	2304	2102	4406
St. Patrick	10460	36	7	5316	5187	10503
Total	105541	1060	69	53890	52780	106670

Appendix 3: Demographic Indicator–Sex

(Source: Population and Housing Census, 2011)

Demographic Indicator-2011

PARISH	MALE	FEMALE
St. George	18427	18977
St. John	4317	4085
St. Mark	2264	2080
St. Patrick	5290	5170
St. Andrew	13414	13022
St. David	6457	6403
Carriacou and Petite Martinique	2839	2794
TOTAL	53008	52531

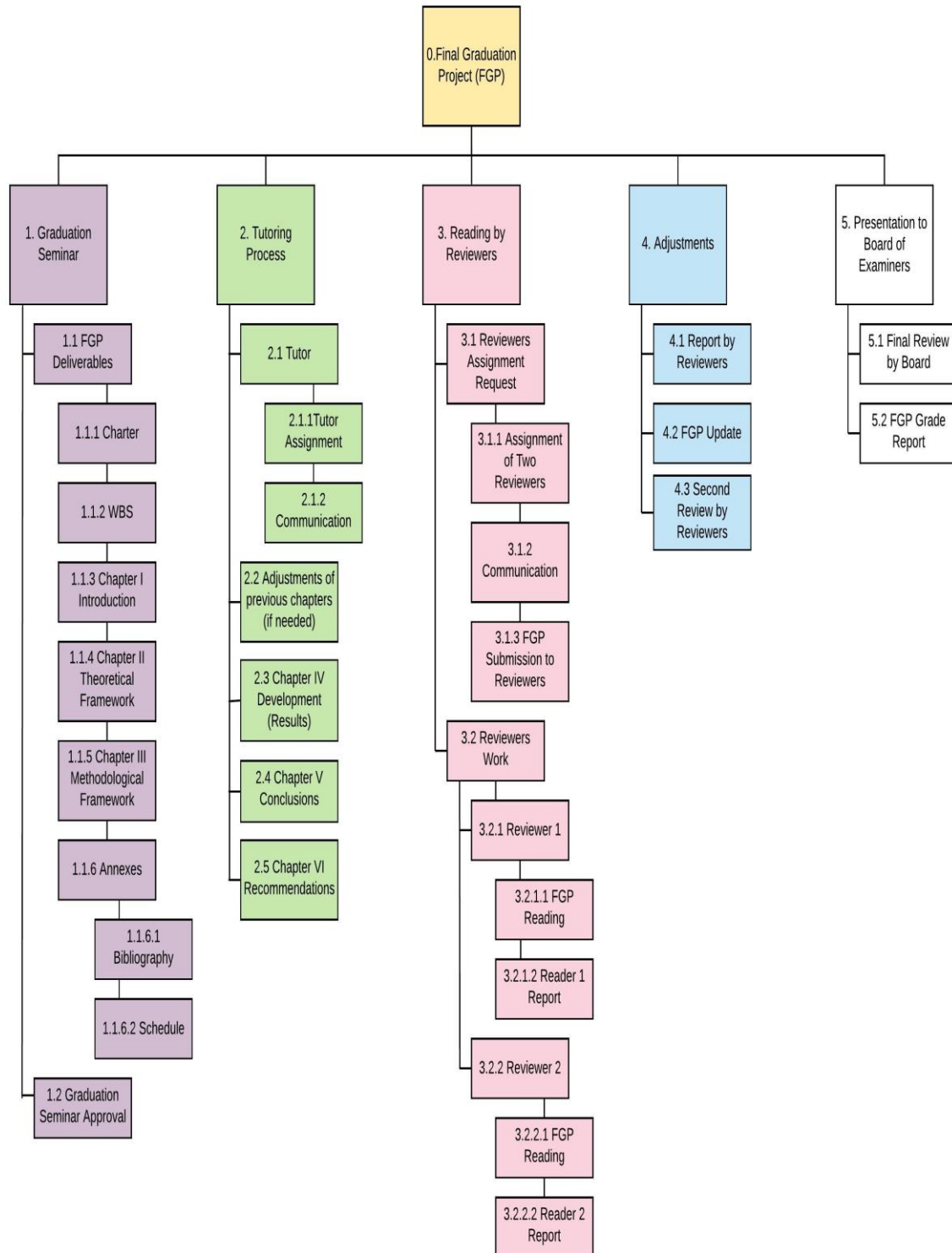
Appendix 4: Employed Population by Category of Worker and Sex – 2011

(Source: Population and housing Census 2011)

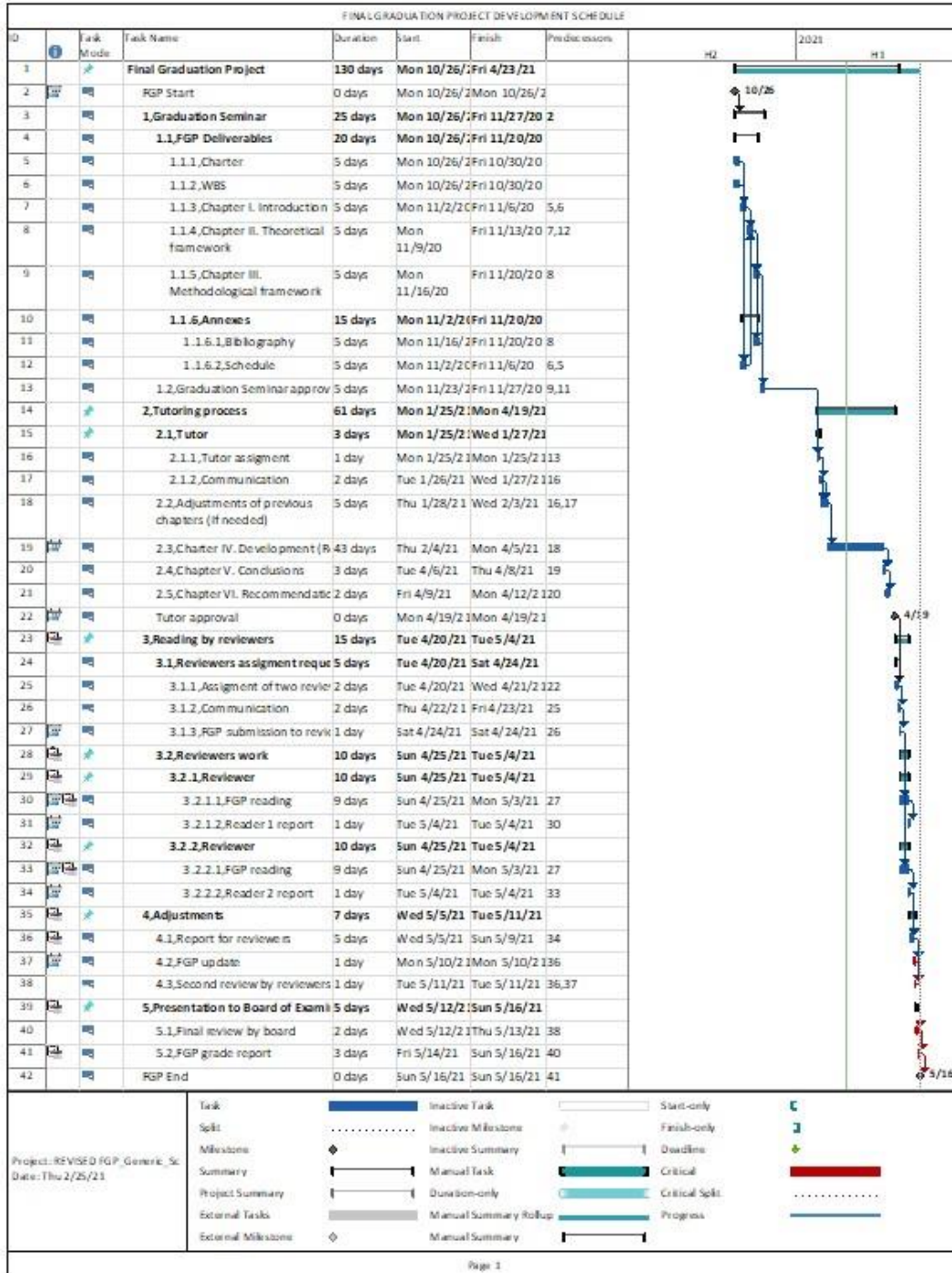
Employed Population by Category of Worker and Sex - 2011

CATEGORY OF WORKER	SEX		TOTAL	PERCENT
	MALE	FEMALE		
Paid employee - government	3324	5069	8393	20.3
Paid employee - private	10699	8322	19021	45.9
Paid employee - statutory body	599	454	1053	2.5
Paid employee - private home	710	773	1483	3.6
Self-employed with paid employees	1617	553	2170	5.2
Self-employed without paid employees	3565	1668	5233	12.6
Apprentice/Learners	25	9	34	0.1
Unpaid worker	40	30	70	0.2
Unpaid family worker	88	36	124	0.3
Other	374	111	485	1.2
Not stated	1754	1587	3341	8.1
TOTAL	22795	18612	41407	100

Appendix 5: FGP WBS



Appendix 6: FGP Schedule



Appendix 7: AOK Project Schedule

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	2020	Half 2, 2020	Half 1, 2021	Half 2, 2021
							M A M J J A S O N D	J F M A M J	J A S O	
1		0. Acts of Kindness Initiative Project	550.25 days	Wed 4/1/20	Tue 8/31/21					
2		Project Start	0 days	Wed 4/1/20	Wed 4/1/20					
3		Iteration 1	16 days	Wed 4/1/20	Fri 4/17/20					
4		1. Requirements	2 days	Wed 4/1/20	Thu 4/2/20					
5		1.1 Analyze requirements	1 day	Wed 4/1/20	Wed 4/1/20					
6		1.2 Consider alternatives	1 day	Thu 4/2/20	Thu 4/2/20	5				
7		2. Design	2 days	Fri 4/3/20	Sat 4/4/20					
8		2.1 Design vouchers	1 day	Fri 4/3/20	Fri 4/3/20	5,6				
9		2.2 Determine inputs for	1 day	Sat 4/4/20	Sat 4/4/20	5,6,8				
10		3. Create	7 days	Sun 4/5/20	Sun 4/12/20					
11		3.1 Print vouchers	1 day	Sun 4/5/20	Sun 4/5/20	5,6,8,9				
12		3.2 Procure supplies	2 days	Tue 4/7/20	Wed 4/8/20	5,6,9,11,15				
13		3.3 Package hampers	3 days	Thu 4/9/20	Sun 4/12/20	12				
14		4. Inspect	7 days	Mon 4/6/20	Tue 4/14/20					
15		4.1 Inspect sit	1 day	Mon 4/6/20	Mon 4/6/20					

Project: REVISED AOK Project S Date: Wed 2/24/21	Task		Inactive Summary		External Tasks
	Split		Manual Task		External Milestone
	Milestone		Duration-only		Deadline
	Summary		Manual Summary Rollup		Critical
	Project Summary		Manual Summary		Critical Split
	Inactive Task		Start-only		Progress
Inactive Milestone		Finish-only		Manual Progress	

Page 1

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	2020 Half 2, 2020 Half 1, 2021 Half 2, 2021																									
							M	A	M	J	J	A	S	O	N	D	J	J	F	M	A	M	J	J	A	S	O					
31	Task	Iteration 6	16 days	Sat 6/20/20	Sat 7/4/20	30	[Gantt Chart: Iteration 6 bar]																									
32	Task	Iteration 7	16 days	Sat 7/4/20	Sat 7/18/20	31	[Gantt Chart: Iteration 7 bar]																									
33	Task	Iteration 8	16 days	Sat 7/18/20	Sun 8/2/20	32	[Gantt Chart: Iteration 8 bar]																									
34	Task	Iteration 9	16 days	Sun 8/2/20	Mon 8/17/20	33	[Gantt Chart: Iteration 9 bar]																									
35	Task	Iteration 10	16 days	Mon 8/17/20	Mon 8/31/20	34	[Gantt Chart: Iteration 10 bar]																									
36	Task	Partnership with three (3) Government and Non-Government	0 days	Mon 8/31/20	Mon 8/31/20		[Gantt Chart: Milestone diamond at 8/31]																									
37	Task	Iteration 11	16 days	Mon 8/31/20	Tue 9/15/20	35	[Gantt Chart: Iteration 11 bar]																									
38	Task	Iteration 12	16 days	Tue 9/15/20	Tue 9/29/20	37	[Gantt Chart: Iteration 12 bar]																									
39	Task	Iteration 13	16 days	Tue 9/29/20	Wed 10/14/20	38	[Gantt Chart: Iteration 13 bar]																									
40	Task	Iteration 14	16 days	Wed 10/14/20	Sat 10/31/20	39	[Gantt Chart: Iteration 14 bar]																									
41	Task	Iteration 15	16 days	Sat 10/31/20	Sat 11/14/20	40	[Gantt Chart: Iteration 15 bar]																									
42	Task	Iteration 16	16 days	Sat 11/14/20	Sat 11/28/20	41	[Gantt Chart: Iteration 16 bar]																									
43	Task	Iteration 17	16 days	Sat 11/28/20	Sun 12/13/20	42	[Gantt Chart: Iteration 17 bar]																									
44	Task	Distribution of 50% of	0 days	Mon 11/30/20	Mon 11/30/20		[Gantt Chart: Milestone diamond at 11/30]																									
45	Task	Iteration 18	16 days	Sun 12/13/20	Tue 12/29/20	43	[Gantt Chart: Iteration 18 bar]																									
46	Task	Iteration 19	16 days	Tue 12/29/20	Thu 1/14/21	45	[Gantt Chart: Iteration 19 bar]																									
47	Task	Impact in 5 parishes	0 days	Thu 12/31/20	Thu 12/31/20		[Gantt Chart: Milestone diamond at 12/31]																									
48	Task	Iteration 20	16 days	Thu 1/14/21	Thu 1/28/21	46	[Gantt Chart: Iteration 20 bar]																									
49	Task	Iteration 21	16 days	Thu 1/28/21	Sun 2/14/21	48	[Gantt Chart: Iteration 21 bar]																									
50	Task	Iteration 22	16 days	Sun 2/14/21	Sun 2/28/21	49	[Gantt Chart: Iteration 22 bar]																									

Project: REVISED AOK Project S Date: Wed 2/24/21	Task		Inactive Summary		External Tasks	
	Split		Manual Task		External Milestone	
	Milestone		Duration-only		Deadline	
	Summary		Manual Summary Rollup		Critical	
	Project Summary		Manual Summary		Critical Split	
	Inactive Task		Start-only		Progress	
Inactive Milestone		Finish-only		Manual Progress		

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	2020	Half 2, 2020	Half 1, 2021	Half 2, 2021
							M A M J J A S O N D	J F M A M J J A S O		
51		Iteration 23	16 days	Sun 2/28/21	Sun 3/14/21	50				
52		Iteration 24	16 days	Sun 3/14/21	Mon 3/29/21	51				
53		Iteration 25	16 days	Mon 3/29/21	Wed 4/14/21	52				
54		Iteration 26	16 days	Wed 4/14/21	Thu 4/29/21	53				
55		Iteration 27	16 days	Thu 4/29/21	Sat 5/15/21	54				
56		Distribution of 75% of	0 days	Fri 4/30/21	Fri 4/30/21					4/30
57		Iteration 28	16 days	Sat 5/15/21	Sun 5/30/21	55				
58		Iteration 29	16 days	Sun 5/30/21	Mon 6/14/21	57				
59		Iteration 30	16 days	Mon 6/14/21	Mon 6/28/21	58				
60		Iteration 31	16 days	Tue 6/29/21	Tue 7/13/21	59				
61		Iteration 32	16 days	Tue 7/13/21	Tue 7/27/21	60				
62		Iteration 33	16 days	Wed 7/28/21	Sat 8/14/21	61				
63		Iteration 34	16 days	Sat 8/14/21	Sat 8/28/21	62				
64		Iteration 35	3 days	Sat 8/28/21	Tue 8/31/21	63				
65		Project completion and	0 days	Tue 8/31/21	Tue 8/31/21					8/31

Project: REVISED AOK Project S Date: Wed 2/24/21	Task		Inactive Summary		External Tasks	
	Split		Manual Task		External Milestone	
	Milestone		Duration-only		Deadline	
	Summary		Manual Summary Rollup		Critical	
	Project Summary		Manual Summary		Critical Split	
	Inactive Task		Start-only		Progress	
Inactive Milestone		Finish-only		Manual Progress		

Appendix 8: AOK Site Inspection Checklist

(Source: Created by author for AOK's Quality Management Plan, 2020)

Acts of Kindness Initiative Site Inspection Checklist

Date: _____

Location: _____

Inspected by: _____

Signature: _____

Reviewed by: _____

Signature: _____

FACILITY	YES	NO	PROPOSED REMEDIAL ACTION
Contains handwashing facilities			
Contains restroom facilities			
All doors can lock			
Windows can open			
Windows can close			
Windows can be locked			
Floor is free of debris (wood, metal, glass, brittle plastic and dead insects)			
Chemicals stored in the room (including cleaning and sanitizing chemicals)			
Provides access to pests			
Any signs of pests or infestation?			
Conditions allow for the multiplication of bacteria			
Appropriate cleaning equipment			
Adequate space to safely package hampers			
Adequate space to store food hampers overnight			
Conditions are conducive for overnight storage			
Is there space to store waste generated during packaging before removal from site?			
Are waste disposal services available on site?			

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Appendix 9: AOK Procurement Checklist

(Source: Created by author for AOK's Quality Management Plan, 2020)

Acts of Kindness Initiative Procurement Checklist

Date: _____

Location: _____

Completed by: _____

Signature: _____

Reviewed by: _____

Signature: _____

AREAS	YES	NO	N/A	PROPOSED REMEDIAL ACTION
Minimum of 2 competitive quotes required				
Minimum of 2 competitive quotes obtained				
Copy of price or quote rate obtained				
Purchasing schedule available				
Vendor will deliver				
Purchaser must pick up the order				
Copy of the receipt is obtained				
Receipt indicates the quantities and price per item.				
Vendor contact information is available				
Goods received matches goods ordered				
Quantity of goods received matches quantity of goods ordered				
Defective goods received				
Defective goods returned				
Expired goods received				
Expired goods returned				
Credit or refund for returned goods is established				

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Appendix 10: AOK Logistics/Distribution Checklist

(Source: Created by author for AOK's Quality Management Plan, 2020)

Acts of Kindness Logistics/Distribution Checklist

Date:

Location:

Completed by:

Signature:

Reviewed by:

Signature:

AREAS	YES	NO	N/A	PROPOSED REMEDIAL ACTION
HAMPERS				
There are defective hampers				
Defective hampers were remedied				
Hampers available matches the number requested				
List of hamper nominees are approved by the project manager				
DISTRIBUTION LOGISTICS				
Communities for distribution are approved				
Contact information for beneficiaries are available				
Batch of hampers for distribution contains food allergens				
List of allergens generated per batch of hampers to be distributed				
All distribution routes are assigned to volunteers				
TRANSPORTATION				
Each batch can be adequately distributed using the existing number of vehicles				
Additional vehicles are necessary				

Additional vehicles are requested and confirmed				
VOLUNTEERS				
Volunteers were contacted				
There is an adequate number of volunteers				
Volunteers have PPEs and hand sanitizers				
Volunteers experienced slip and fall accidents				
BENEFICIARIES				
Contacted all beneficiaries				
Beneficiaries approached the volunteers wearing masks				
Beneficiaries were reminded to approach volunteers while wearing masks				
Where possible, beneficiaries practiced social distancing				
POST DISTRIBUTION STORAGE				
Storage site for undistributed hampers is confirmed				
STATISTICS				No.
Number of hampers/vouchers created				
Number of hampers/vouchers defective				
Number of hampers/vouchers remedied				
Number of hampers/vouchers distributed				
Number of hampers/vouchers rejected by beneficiaries				
Number of hampers/vouchers not collected				
Number of hampers/vouchers reassigned in the community				
Number of hampers/vouchers stored post distribution				

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Appendix 11: AOK Risk Management Lessons Learned Template

(Source: Author)

Project Name: Acts of Kindness Initiative Project	Date:
	Completed by:
AOK Risk Management Lessons Learned Form	
Key for ratings:	
1 - Poor, 2 - Satisfactory and 3 - Excellent	
How do you rate the planning of risk strategies on the project? Rating:	
What could have been done differently to plan risk strategies?	
How do you rate the identification of risks on the project? Rating:	
What could have been done differently to identify project risks?	
How do you rate the implementation of approved risk strategies on the project? Rating:	
Explain your rating for the implementation of approved risk strategies.	
How do you rate the performing of qualitative analysis on the project? Rating:	
What could have been done differently to perform qualitative analysis?	
How do you rate the performing of quantitative analysis on the project? Rating:	
What could have been done differently to perform quantitative analysis?	
How do you rate the monitoring of risk management activities on the project? Rating:	
What could have been done differently when monitoring project risks?	
Overall, how would you rate risk management on this project? Rating:	
Explain your rating for overall project risk management.	

Appendix 12: AOK Procurement List

(Source: Author)

Acts of Kindness Initiative Project		Date:
PROCUREMENT LIST		
Item	Characteristics	Quantity
Submitted by:		Date:
Approved by:		Date:

Appendix 13: AOK Performance Metrics for Procurement Activities

(Source: Modified by Author from the Procurement Management Plan Template, n.d.)

Acts of Kindness Initiative Project					
Completed by:			Date:		
PERFORMANCE METRICS FOR PROCUREMENT ACTIVITIES					
Instructions: Rating – 1 – Unsatisfactory 2 – Acceptable 3 - Exceptional					
Vendor	Product Quality	Product Quantity	On-time Delivery	Transactional Efficiency	Total Score
Notes:					

Appendix 14: Revision Dictum

**The Glen
Mt. Gay
St. George
Grenada**

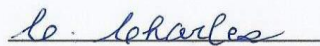
April 10, 2021

TO WHOM IT MAY CONCERN

I have been teaching for the past twenty-eight years. My speciality is English Language and Literacy, and I possess a Bachelor's degree from the University of the West Indies in this field. I am currently a lecturer at the T. A. Marryshow Community College in Grenada where I teach English and Communications. I am a member of both the Grenada Reading Association and the International Literacy Association.

I have reviewed Ms. Williams' Final Graduation Project and I have made suggestions for improvement mainly in the areas of grammar, punctuation, and sentence structure. It is obvious that Ms. Williams put a lot of time and effort into her research as evidenced in the systematic approach that was taken. The project is practical and timely.


Sincerely,




Charmian Charles, BA (HONS), MA

Appendix 15: Linguist's Credentials

verified Correct Copy of the original



*Gorgan Carter, M.A., B.Sc.,
Testing and Measurement
Officer*



THE UNIVERSITY OF THE WEST INDIES

Charmian Laverne Charles

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

BACHELOR OF EDUCATION
Language Education: Literary Studies
with
First Class Honours

July 1, 2007
DATE

Con H. Harris
VICE-CHANCELLOR

Al Barrett-Sobers
UNIVERSITY REGISTRAR

Belleme University

*By Charter of the State of Nebraska and upon the recommendation
of the Faculty and Administration, the Board of Directors of Belleme University
authorizes the award of the*

Master of Arts

degree to

Charman LaHerne Charles

*in recognition of the fulfillment of the requirements for this degree
with all the Rights, Privileges, and Responsibilities pertaining to it.*

*In Testimony Whereof, we have subscribed our names, confirmed by the Seal
of the University in Belleme, Nebraska, this thirty-first day of January, 2010.*

M. Simmonds
Chair of the Board



H. Bell
President

Verified Correct Copy



*Robert Porter, M.A., Sec.,
Testing and Assessment
Office*



The Joint Board of Teacher Education
University of the West Indies
Faculty of Humanities & Education
School of Education
Cave Hill Campus



CERTIFIED TRUE COPY
M. Peter 5/5/2011
REGISTRAR OF EXAMINATIONS

CERTIFICATE IN TEACHING

This is to certify that

Charmian J. Charles

has successfully completed a 2 year programme
of Teacher Education
Primary Level
approved by the Joint Board of Teacher Education
at

C. A. Harryshow Community College

Linda K. Johnson
Principal, Tertiary Institution

Anthony Layne *M. Mann*
Director, School of Education by Dean, Faculty of Humanities

June 2004

Date