

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

DEVELOPMENT OF A PROJECT MANAGEMENT OFFICE FOR THE BELIZE
POLICE DEPARTMENT

DAWN MITCHELL

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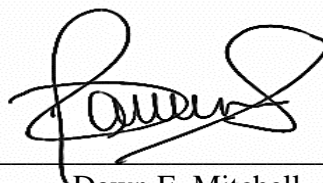
UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

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

Xavier Salas Ceciliano
TUTOR

Sophia Crawford
REVIEWER No.1

Fabio Muñoz Jiménez
REVIEWER No.2



Dawn E. Mitchell
STUDENT

DEDICATION

I dedicate this final graduation project to my family and support team, especially my children Sahia and Phillip who have and continues to be my source of motivation to excel especially on days when I am not motivated. Pursuing this degree and final graduation project helped me to teach them that even in the face of adversity we must thrive and push through to achieve our goals.

I also express my greatest gratitude to my partner Anwar, for supporting, motivating and being there for me regardless of all the challenges and obstacles life threw our way. I am forever grateful.

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ABSTRACT

The goal of this FGP document is to develop a proposal for a Project Management Office (PMO) for the Belize Police Department that will have oversight responsibility for the implementation and monitoring of existing and new projects and initiatives that fall within the scope of the Department to improve accountability of resources. The need for such a proposal is a direct result of the Department not having a formal mechanism to manage and monitor projects that are currently being segmentally executed by untrained personnel. The development of a PMO within the Department would improve accountability of resources, as well as increase opportunities for support via grants and sponsorship by local and international partners.

The final product of this project consists of an analysis report on the Department's organizational needs and maturity to develop a PMO. Recommendations regarding the characteristics and functions that the Department's PMO should have is provided along with a plan to recruit and train personnel and restructure the Department's organizational chart. To achieve this, a combination of Qualitative and Analytical methodologies are being used. The Project Management Body of Knowledge Guide is also being applied to support and guide research.

This study will help to compile the necessary information needed to justify and further convince the department the need and benefits of implementing a PMO.

Key words: Project Management Office, Implementation, Monitoring and Evaluation, Human Resource Plan, Sustainable Development Goals

INDEX OF CONTENTS

INDEX OF FIGURES	8
INDEX OF CHARTS	9
EXECUTIVE SUMMARY	11
1 INTRODUCTION	13
1.1. Background.....	13
1.2. Statement of the problem.....	14
1.3. Purpose.....	15
1.4. General objective	16
1.5. Specific objectives	16
2 THEORETICAL FRAMEWORK.....	18
2.1 Company/Enterprise framework.....	18
2.2 Project Management concepts	22
2.3 Other applicable theory/concepts related to the project topic and context	37
3 METHODOLOGICAL FRAMEWORK.....	44
3.1 Information sources	44
3.2 Research methods	49
3.3 Tools	55
3.4 Assumptions and constraints	59
3.5 Deliverables	62
4 RESULTS	65

4.1	Organizational Maturity Analysis.....	65
4.2	Characteristics and Functions that the Department’s PMO should have.....	74
4.3	Proposed PMO.....	77
4.4	Monitoring and Evaluation Policy, Function and Procedure.....	83
4.5	Recruitment and Training Plan	87
4.6	Reconstruction of the BPD’s organizational structure	95
5	CONCLUSIONS	96
6	RECOMMENDATIONS.....	99
7	VALIDATION OF THE FGP IN THE FIELD OF REGENERATIVE AND SUSTAINABLE DEVELOPMENT.....	102
	BIBLIOGRAPHY	104
	APPENDICES	107
	Appendix 1: FGP Charter	108
	Appendix 2: FGP WBS.....	1
	Appendix 3: FGP Schedule.....	2
	Appendix 4: Preliminary bibliographical research	3
	Appendix 5: Sample OPM3 Questionnaire	7
	Appendix 6: Sample Stakeholder Register	15
	Appendix 7: Project Management Template	16
	Appendix 8: Philologist Revision Letter	17

INDEX OF FIGURES

Figure 1: Organizational structure (Source: Belize Police Department Strategic Plan 2020 - 2025)20

Figure 2 Project Management Process Groups and Knowledge Areas Map33

Figure 3 Project Life cycle.....35

Figure 4 Belize Police Department’s Portfolio, Program and Project Management37

Figure 5: SWOT Analysis of the Belize Police Department (Source: The Author)..... 63

Figure 6: Proposed PMO Structure (Source: The Author)..... .89

Figure 7: Proposed BPD Organogram (Source: The Author)..... .91

INDEX OF CHARTS

<i>Chart N° 1 Information sources (Source: The Author)</i>	46
<i>Chart N° 2 Research Methods (Source: The author)</i>	49
<i>Chart N° 3 Tools (Source: The Author)</i>	54
<i>Chart N° 4 Assumptions and constraints (Source: The author)</i>	56
<i>Chart N° 5 Deliverables (Source: The Author)</i>	59
<i>Chart N° 6 Gap Analysis (Source: The Author)</i>	64
<i>Chart N° 7 PMO Staffing and Requirements Structure (Source: The Author)</i>	76
<i>Chart N° 8 PMO Implementation Plan (Source:PMI)</i>	78
<i>Chart N° 9 M&E Report Types (Source: The Author)</i>	82
<i>Chart N° 10 Training Plan (Source: The Author)</i>	87
<i>Chart N° 11 PMO Roles and Responsibilities (Source: The Author)</i>	88

ABBREVIATIONS AND ACRONYMS

BPD	Belize Police Department
FGP	Final Graduation Project
GOB	Government of Belize
M&E	Monitoring and Evaluation
OPM3	Organizational Project Management Maturity Model
PM	Project Manager
PMBOK	Project Management Book of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats

EXECUTIVE SUMMARY

The Belize Police Department (BPD) is mandated under Section 4 of the Police Act “to protect life and property, maintenance of law and order, prevention and detection of crime, and the apprehension and prosecution of offenders” (Belize Police Act, 2020). In keeping with their legal mandate nationally, the department has continued to adopt a multi-faceted approach to address incidents of crime which includes targeting gangs and gang activities, domestic violence and child abuse, policing nightclubs and other liquor establishments, targeting drug and firearms trafficking and expanding on their community outreach programs. The BPD which executes its functions via its administrative and operational units, has a current strength of over two thousand one hundred sworn officers who are complemented by special constables and civilian staff throughout the country.

In addressing citizen security matters, the department has placed strong emphasis on crime prevention and intervention strategies. As a result, majority of the Department’s personnel are tasked with operational duties working out of office and patrol tasks. Those that are assigned administrative roles manage personnel records, allocate physical resources to units, address citizen complaints against officers, prosecute, and keep inventory or process services offered to the public, amongst others. Notwithstanding, the Department also leads projects intended to help strengthen internal policy and capacity. However, the willingness, the BPD lacks the human resources needed to successfully fulfil and execute its commitment both to donors and by extension the GOB. The BPD does not have a unit assigned to lead projects which results in such projects not being completed on time or not adhering to scope or budget. This results in under acquisition or inadequate allocation of resources. Furthermore, there are no established guidelines for reporting or storing of project activities. This lack of centralized repository for projects leaves the Department unable to track project progress and achievements.

The paper seeks to determine whether the implementation of a PMO would improve the internal departmental relationship as well as the relationship between the Department, regional/international donors, and the citizenry. Understanding why challenges such as projects not being delivered within scope, budget or schedule, can help to address the root cause and further show how a PMO can ensure adequate human resources to successfully complete work, adequate use of physical resources and assets, improve meeting stakeholder expectation and satisfaction and aligning projects with the Department’s and Government of Belize’s strategic objectives.

The general objective of this paper is to develop a Project Management Office (PMO) implementation proposal within the Belize Police Department that will ensure the successful execution and accountability of the Government of Belize’s resources and assets. The specific objectives are (i) to conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and its readiness for a PMO; (ii) to identify the characteristics and functions that the Department’s PMO should have in order to

recommend the PMO's best suited characteristics and functions based on its adequacy.; (iii) to develop a PMO proposal based on the identified characteristics and functions to determine the Department's organizational needs; (iv) to develop an institutionalized Monitoring and Evaluation policy, function, and procedure (i.e. procedural manual, template for monitoring, evaluating, and reporting); in order to improve processes, transparency and accountability (v) to develop a plan for the recruitment and training of personnel for the Department's PMO in order to acquire knowledgeable and skilled staff to improve services and increase efficiency; and (vi) to reconstruct the Department's organizational structure to include the proposed PMO.

For the purpose of this FGP a combination of both primary and secondary information sources has been used to conduct research and deliver findings that are necessary to design a proposal for the development of the proposed PMO. This methodology can further be classified as analytical, descriptive and quantitative since interviews were conducted with the Chief Executive Officer responsible for the Belize Police Department, the Officer responsible for the Development and Compliance Unit, which is responsible for the Department's policy, procedures and ensure compliance to such, as well as interviews with other key members of staff. Technical reports will also be used to help advance the research supporting the need for a PMO within the BPD. The PMBOK Guide Sixth Edition and Seventh Edition, dissertations and existing laws will also be used to support and develop the findings.

The findings of this FGP show that the Belize Police Department functions in a high-demanding environment therefore it must be versatile in its approach not only in delivering a safe Belize, but also in delivering on achieving its strategies that are often supported by donor agencies and international partners. With the use of the various tools and techniques the findings show that a PMO can help the BPD in successfully completing its projects while contributing to the achievement of its goals and objectives. The SWOT analysis shows that while the BPD has support from stakeholders, it also needs to strengthen its communication with those stakeholders. It also showed that stakeholders are willing to support the Department however, the department lacks the ability to implement projects within time, scope and budget. The findings of this FGP also prove that the department needs to invest in implementing a monitoring and evaluation policy with standardized procedures, forms and regular reporting mechanisms since there is currently a lack thereof, and reporting is mostly done upon request instead of periodically.

Given the objectives of this FGP, it is recommended that the BPD implement a PMO within its formal structure that would provide support to both the Head of Department as well as the Heads of the various units. Support by the Ministry responsible for human resource and the Ministry of Finance in ensuring knowledgeable and skilled personnel and funds to formalize the PMO is imperative to the success the Department achieving its mandate of service delivery and communication with stakeholders especially on those initiatives that are donor funded. A reorganization of the department's organizational structure will also ensure continuity and career development.

1 INTRODUCTION

The purpose of this chapter is to introduce the Belize Police Department by giving a background synopsis of the department, stating the current issues that exist within the department while explaining why certain challenges persist. This chapter will further elaborate the need for a Project Management Office to be embedded within the Department and in doing so provide the general objective of this final graduation project along with the specific objectives.

1.1. Background

The Belize Police Department was first established in 1886 as the British Honduras Constabulary Force. In 1902 it was renamed as the British Honduras Police Force then later in 1973 just prior to Belize gaining its Independence from the British in 1981, it was renamed to the Belize Police Force and soon after to the Belize Police Department.

The Belize Police Department is mandated under Section 4 of the Police Act “to protect life and property, maintenance of law and order, prevention and detection of crime, and the apprehension and prosecution of offenders” (Belize Police Act, 2020). In keeping with their legal mandate nationally, the Belize Police Department has continued to adopt a multi-faceted approach to address incidents of crime which includes targeting gangs and gang activities, domestic violence and child abuse, policing nightclubs and other liquor establishments, targeting drug and firearms trafficking and expanding on their community outreach programs.

The Belize Police Department which executes its functions via its administrative and operational units, has a current strength of over two thousand one hundred sworn officers who are complemented by special constables and civilian staff throughout the country.

1.2. Statement of the problem

The Belize Police Department (BPD) is by law, responsible for ensuring citizen security in Belize. According to the Statistical Institute of Belize, the country's population stood at 441,471 as of mid-June 2022. Just as the population of the country continues to grow, so will the BPD in strength. While the department relies heavily on a multi-stakeholder approach by collaborating with stakeholders and communities, it must also ensure its personnel perform their duties with transparency, accountability, and integrity.

In addressing citizen security matters, the department has places strong emphasis on crime prevention and intervention strategies. As a result, majority of the Department's personnel are tasked with operational duties working out of office and patrol tasks. Those that are assigned administrative roles manage personnel records, allocate physical resources to units, address citizen complaints against officers, prosecute, and keep inventory or process services offered to the public, amongst others. Notwithstanding, the department also leads projects intended to help strengthen internal policy and capacity. However, the willingness, the department lacks the human resources needed to successfully fulfil and execute its commitment both to donors and by extension the GOB. The department does not have a unit assigned to lead projects which results in such projects not being completed

on time or not adhering to scope or budget. This results in under acquisition or inadequate allocation of resources. Furthermore, there are no established guidelines for reporting or storing of project activities. This lack of centralized repository for projects leaves the Department unable to track project progress and achievements.

With the addition of a fully staffed PMO within the BPD, the department will be able to ensure accountability, transparency and responsibility while contributing effectively and efficiently to its mandate of ensuring citizen security.

1.3. Purpose

Since the establishment of the Belize Public Service in the 1980s, functions were separated either by administrative or financial. However, with the change of time and expanding functions, the need for its Ministries and Departments to adjust and adequately utilize resources have become pertinent. The Government of Belize employs approximately 15,000 public officers of which the Belize Police Department accounts for the highest number of those public officers with over 2,100 sworn police officers. Therefore, it is important for the Department to be able to responsibly manage both human and equipment resources.

The purpose of this research is to determine whether a PMO can be implemented within the BPD. The development of a formal PMO would improve the internal departmental relationship as well as the relationship between the Department, regional/international donors, and the citizenry. This research will uncover why certain challenges persist responding to why:

- Projects are often delivered out of scope, budget, or schedule.
- Stakeholder expectations are not formally managed leading to miscommunication.
- Skilled human resources are not available within the Department.

This FGP research will show that with the implementation of the PMO, several benefits can be achieved including:

- Delivery of projects withing scope, budget, and schedule
- Adequate human resources to successfully complete work
- Adequate use of physical resources and assets
- Improvement in meeting stakeholder expectation and satisfaction
- An alignment of projects with the Department's and Government of Belize's strategic objectives

1.4. General objective

To develop a Project Management Office (PMO) implementation proposal within the Belize Police Department that will ensure the successful execution and accountability of the Government of Belize's resources and assets.

1.5. Specific objectives

1. To conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and readiness for a PMO.

2. To identify the characteristics and functions that the Department's PMO should have in order to recommend the PMO's best suited characteristics and functions based on its adequacy.
3. To develop a PMO proposal based on the identified characteristics and functions in order to determine the Department's organizational needs.
4. To develop an institutionalized Monitoring and Evaluation policy, function, and procedure (i.e. procedural manual, template for monitoring, evaluating, and reporting) in order to improve processes, transparency and accountability.
5. To develop a plan for the recruitment and training of personnel for the Department's PMO in order to acquire knowledgeable and skilled staff to improve services and increase efficiency.
6. To reconstruct the Department's organizational structure in order to include the proposed PMO.

2 THEORETICAL FRAMEWORK

This section will allow for the review of existing theories that will help to develop the argument and reason for the BPD to implement a PMO within its structure. In doing so it will delve into what constitutes the department to deliver its mandate of citizen security by executing various responsibilities as well look at the current organizational structure that is adopted. It will also outline what project management principles and domains should be considered since these are determined by the context of the organization. This section will also explain the various developmental approaches and make a recommendation as to the type best suited for the BPD. The project management process groups and knowledge areas, project lifecycle, company strategy, portfolios, programs and projects as well as other applicable theory/concepts related to the project topic and context, further analysis of the current situation of the problem and the opportunity in conducting this study, previous research done and other theory related to the topic such as the scrum theory will all be explained.

2.1 Company/Enterprise framework

The research for this project will be done at the Government of Belize's Belize Police Department. This government Department has been in existence prior to independence in 1981.

2.1.1 Company/Enterprise background

The Belize Police Department was first established in 1886 as the British Honduras Constabulary Force. In 1902 it was renamed as the British Honduras Police Force then later in 1973 just prior to Belize gaining its Independence from the British in 1981, it was renamed to the Belize Police Force and soon after to the Belize Police Department.

The Belize Police Department is mandated under Section 4 of the Police Act “to protect life and property, maintenance of law and order, prevention and detection of crime, and the apprehension and prosecution of offenders” (Belize Police Act, 2020). In keeping with their legal mandate nationally, the Belize Police Department has continued to adopt a multi-faceted approach to address incidents of crime which includes targeting gangs and gang activities, domestic violence and child abuse, policing nightclubs and other liquor establishments, targeting drug and firearms trafficking and expanding on their community outreach programs.

The Belize Police Department has a current strength of over two thousand one hundred sworn officers who are complemented by special constables and civilian staff throughout the country.

This study aims to better understand the types of PMO that will then help to determine if there is a need for a PMO in the Belize Police Department, and if so, what type of PMO, the best suited position within the current organizational structure, and how it will contribute to the organizational performance of the Department.

2.1.2 Mission and vision statements

Mission (Source: Belize Police Department Strategic Plan 2020 – 2025 and The Author):

Design a PMO that enables and facilitates accountability and transparency by working in partnership with all communities to help reduce crime and enhance the quality of life for a safer Belize.

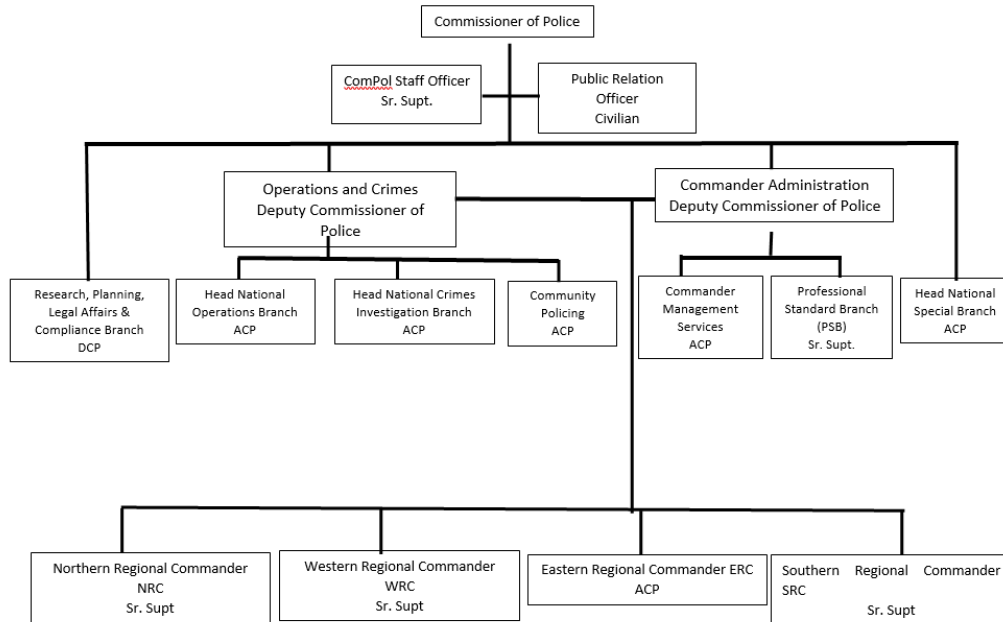
Vision (Source: Belize Police Department Strategic Plan 2020 – 2025 and The Author):

The Belize Police Department shall work in partnership with all communities in providing the highest quality of service through project management practices that contributes to problem-solving strategies, improved quality of life and enhanced citizen security.

2.1.3 Organizational structure

The Belize Police Department's organizational structure is headed by the Commissioner of Police, Mr. Chester Williams. Within the structure there are three Deputy Commissioners of Police who lead the three overarching units (Operations and Crime; Administration; and Research, Planning, Legal Affairs and Compliance). These Deputy Commissioners are each responsible for overseeing subunits either at the operational or administration level. However, the current structure does not have a project manager and the goal of the FGP is to integrate the PMO into the structure of the BPD. Figure 1 shows the current organizational structure of the Belize Police Department.

Figure 1: Organizational structure (Source: Belize Police Department Strategic Plan 2020 - 2025)



2.1.4 Products offered

The Belize Police Department which is a public service-driven government entity is guided by the Belize Police Act, Chapter 138 of the Laws of Belize as of December 31, 2000.

Based on the Act, the Department maintains five legally mandated functions:

- a. prevention and detection of crime;
- b. the apprehension of offenders;
- c. the preservation of law and order;
- d. the protection of property;
- e. enforcement of all laws, regulations, rules, and orders with which it is charged.

2.2 Project Management concepts

The following project management concepts are frequently used in project management and will therefore be vital to the development of the FGP.

2.2.1 Project management principles

The PMBOK Guide Seventh Edition has twelve generally accepted principles used in project management. Principles guide the actions, but do not detail how to do things, and are not strict therefore, to achieve the expected results of project delivery, the PMO of the BPD should focus on the following principles:

- a. **Pay Attention/Care:** Be a diligent, respectful, and caring steward. Carry out activities with integrity, care, and trustworthiness while maintaining compliance with internal and external guidelines. They demonstrate a broad commitment to the financial, social, and environmental impacts of the projects they support. The PMO would ensure activities are carried out according to guidelines.
- b. **Team:** Create a collaborative project team environment. The PMO would ensure collaboration to accomplish the shared objective more effectively and efficiently as opposed to the existing structure of working in silos.
- c. **Stakeholders:** Engage stakeholders to understand their interests and needs. This entails engaging both internal stakeholders (personnel) and external stakeholders (donors and members of the public)
- d. **Value:** Align the project with the objectives of the organization. Continually evaluate and adjust project alignment to business objectives and intended benefits

and value. The PMO would ensure that the BPD aligns to national policies and departmental policies thereby contributing to the achievement of the Sustainable Development Goals (SDGs).

- e. **Leadership:** Motivate, influence, train and learn. Demonstrate leadership behaviors in areas of honesty, integrity, and ethical conduct and adapting leadership style to the situation. The service of the BPD is ever changing; therefore, it is important that those in leadership positions demonstrate the attitudes that they want their fellow officers to exhibit both on the job and off the job.
- f. **Tailoring:** Adapt the approach of deliveries according to the context. The PMO would help the BPD to adapt approaches to specific situations as opposed to adapting a one-size fits all frame of mind especially since the department comprises of operational and administrative sections with different scopes.
- g. **Quality:** Incorporate quality into processes and results. Maintain a focus on quality that produces deliverables that meet project objectives and align to the needs, uses, and acceptance requirements set forth by relevant stakeholders. The PMO would help to ensure adherence to the delivery of quality service both to the public and to donor agencies who show support for citizen security led initiatives.
- h. **Opportunities and threats:** Optimize responses to opportunities and threats by analyzing its environment and implementing strategies to mitigate threats while maximizing opportunities.

- i. **Adaptability and resilience:** Be adaptable and resilient depending on the context to help the project accommodate change, recover from setbacks, and advance the work of the project.
- j. **Change management:** Enable change to achieve the expected future state. The PMO can help the BPD to embrace change by seeking buy-in from senior management and continuous education and awareness of the benefits to change.

2.2.2 Project management domains

The project management performance domains are a group of related activities that are critical for the effective delivery of project outcomes. They are interactive, interrelated, and interdependent areas of focus that work in unity to achieve desired project outcomes.

The eight project performance domains and how they related to this FGP are:

- a. **Stakeholders:** This performance domain addresses activities and functions associated with the stakeholders and entails collaborating with stakeholders to maintain alignment and engaging with them to foster positive relationships and satisfaction. It involves engaging stakeholders by identifying, understanding and analysing their feelings, beliefs and values, and prioritizing based on their power, impact, and interest in the project, engaging with the stakeholders by working collaboratively and communicating formally and informally and monitoring stakeholders by assessing whether the current engagement strategy is effective or if it needs to be adjusted. The proposed PMO would help to identify and categorize

stakeholders and ensure an efficient communication plan especially as it relates to donor funded projects where accountability is a requirement.

- b. Team:** Addresses activities and functions associated with the people who are responsible for producing project deliverables that realize business outcomes, establishing the culture and environment that enables a collection of diverse individuals to evolve into a high-performing project team and recognize the activities needed to foster project team development and encourage leadership behaviours from all project team members. The PMO would help to boost the concept of project team membership by assessing and applying the best suited project team management and leadership style to the respective units given their scope.
- c. Development approach and life cycle:** Addresses activities and functions associated with the development approach, cadence, and life cycle phases of the project. The type of project deliverable determines how it can be developed and influence the number and cadence for project deliveries. The delivery approach and the desired delivery cadence determines the project life cycle and its phases. Since the BPD is public service driven the timing and frequency of project deliverables can be a one-time, multiple, or periodic delivery. Therefore, the PMO would help to define the cadence of the deliverables.
- d. Planning:** Addresses functions associated with the initial, ongoing, and evolving organization and coordination necessary for delivering project deliverables and outcomes. Planning helps to proactively develop an approach to create the project

deliverables that drive the outcomes. Having a PMO, the BPD would be able to assess its legal or regulatory restrictions such as needing higher level approval on certain projects or initiatives. Planning will also allow the BPD to consider project scope, make estimates based on range, accuracy, or precision and adjusting for uncertainty. The PMO will also support by using predictive or adaptive approaches to schedules, budget, and communicate with stakeholders effectively.

- e. **Project work:** Addresses activities and functions associated with establishing project processes, managing physical resources, and fostering a learning environment. The PMO would support the BPD by establishing the periodic review of the processes being implemented, maintaining project team focus by assessing and balancing the project team focus and attention by evaluating short and long-term projections of progress toward delivery goals.
- f. **Deliver:** Addresses activities and functions associated with delivering the scope and quality that the project was undertaken to achieve. Project delivery focuses on meeting requirements, scope, and quality expectations to deliver the expected outputs that will drive intended outcomes. The PMO would help the BPD to consider smarter more efficient ways of policing, solving problems, or fixing processes that are deemed ineffective.
- g. **Measurement:** Addresses activities and functions associated with assessing project performance and taking appropriate actions to maintain acceptable performance. It involves assessing project performance and implementing appropriate responses to maintain optimal performance and evaluates the degree to which the project

deliveries and performance are meeting the intended outcomes. Having timely and accurate information about delivery and performance allows the team to learn and determine the appropriate action to take to address current or expected variances from the desired performance. Given that the BPD's mandate is to ensure citizen security, having accurate and timely information is imperative. Therefore, through the PMO the department can conduct its assessments and adjust accordingly to not only ensure optimal service to the public but also considering the wellbeing of its personnel.

- h. Uncertainty:** addresses activities and functions associated with risk and uncertainty. The environment that the BPD operates in is highly uncertain and complex full of threats that are seen daily. However, because the department is mostly focused on overcoming threats, the opportunities are often overlooked. Therefore, it would be the duty of the PMO to list those threats and identify those opportunities and derive a course of action on how they should be addressed.

While domains can run concurrently throughout the project regardless of how value is delivered (frequently, periodically, or at the end of the project), specific activities undertaken within each of the performance domains should be determined by the context of the organization, the project, deliverables, the project team, stakeholders and the myriad of other factors that they face.

2.2.3 Predictive, adaptative and hybrid projects

A development approach is the means used to create and evolve the product, service or result during the project life cycle.

- a. **Predictive approach:** is useful when the project and product requirements can be defined, collected, and analysed at the start of the project, when there is a significant investment and a high level of risk that may require frequent reviews and re-planning. It is also known as the waterfall approach.
- b. **Hybrid approach:** is a combination of adaptive and predictive approaches and is useful when there is uncertainty or risk around the requirements, when deliverables can be modularized, or when there are deliverables that can be developed by different project teams. It often uses an iterative (useful for clarifying requirements and investigating diverse options) or incremental (used to produce a deliverable throughout a series of iterations that each add functionality within a predetermined timeframe).
- c. **Adaptive approach:** is useful when requirements are subject to a high level of uncertainty and volatility and are likely to change throughout the project. A clear vision is established at the start of the project and the initial known requirements are refined, changed or replaced according to user feedback, environment or unexpected events.

Given that the BPD operates in a highly uncertain service-driven environment the best suited would be the adaptive approach to managing projects. Since there is no current project team, the proposed PMO would be comprised of personnel with little to no experience. Additional considerations that supported the selection of the adaptive approach

is that requirements are uncertain, volatile, or complex and are expected to evolve throughout project lifecycles, the project scope may experience many changes due to changes in command or administration or public interest or response. Also, it would be easy to change the deliverables to adapt to changes while risks may reduce by adapting the design and development based on learning and experience so as to take advantage of emerging opportunities or further reduce the exposure to threats.

2.2.4 Project management

Project Management is the “application of knowledge, skills, tools, and techniques to project activities to meet project requirements” (PMI, 2021). While a project may include collaboration to achieve an objective, it is successful project management that allows project managers to achieve the organizational objective. The PMBOK Guide Sixth Edition categorizes the processes of project management in into five groups namely, initiating, planning, executing, monitoring, and controlling, and closing.

2.2.5 Project management knowledge areas and processes

According to the PMBOK Guide Sixth Edition there are ten knowledge areas. These knowledge areas are:

- a. Integration management:** involves the processes and activities necessary to “identify, define, combine, unify and coordinate the various project management processes and activities withing the process management process groups” (PMBOK Guide Sixth Edition). The processes include developing the project charter, developing the project management plan, directing, and managing work project,

managing project knowledge, monitoring, and controlling project work, performing integrated change control and closing the project or phase. For the FGP, project integration management will be used to develop a project charter that outlines the roadmap and assigns the team needed for the successful creation of the proposed PMO.

- b. Scope management plan:** which describes how the scope will be “defined, developed, monitored, controlled and validated” (PMBOK Guide Sixth Edition). Activities include planning scope management, collecting the requirements, defining the scope, creating the WBS, validating the scope and controlling the scope. For this FGP, the scope management plan will be used to create a scope management plan inclusive of a WBS and statement of work (SOW) that details the deliverables needed for the creation of the PMO.
- c. Schedule management:** includes the process required to manage project completion on time. Schedule management processes include planning schedule management, defining activities, sequencing activities, estimating the duration of activities, developing the schedule, and controlling the schedule.
- d. Cost management:** includes the processes in “planning, estimating, budgeting, financing, obtaining financing, managing and controlling costs so that the project is completed within the approved budget” (PMBOK Guide Sixth Edition). Cost management processes include planning cost management, estimating costs, determining the budget, and controlling the costs.

- e. **Quality management:** includes the process for “incorporating the organization’s quality policy in terms of planning, managing and controlling projects and products quality requirements to meet stakeholders’ objectives” (PMBOK Guide Sixth Edition). The processes include planning quality management, managing quality management and performing quality control. The quality management will support the FGP by highlighting the importance of having a quality assurance plan that ensures that the PMO will deliver work according to the PMI standards and by extension that of the Belize Police Department and Government of Belize.
- f. **Resource management:** includes the processes for “identifying, acquiring and managing the resources necessary for the successful completion of the process” (PMBOK Guide Sixth Edition). The resource management process includes resource management planning, estimating the resources of the activities, acquiring the resources, developing the team, managing the team, and controlling resources. The resource management plan will help to identify team members who are fit for positions within the proposed PMO as well as monitor their performance.
- g. **Communication management:** includes the process necessary to “ensure that the information needs of the project and its stakeholders are met through the development of objects and the implementation of activities designed to achieve an effective exchange of information” (PMBOK Guide Sixth Edition). The processes include planning communication management, managing communication and monitoring communication.

- h. Risk management:** includes the process for carrying out project risk management, identifying risks, performing qualitative and quantitative risk analysis, planning risk response, implementing risk response and monitoring risks.
- i. Procurement management:** includes the process necessary to “purchase or acquire products, services or results that need to be obtained outside of the project team” (PMBOK Guide Sixth Edition). The procurement management process entails planning procurement management, carrying out acquisitions and controlling acquisitions.
- j. Stakeholder management:** is the process required to “identify individuals, groups or organizations that may affect or be affected by the project, to analyze stakeholder expectations and their impact on the project, and to develop management strategies to ensure effective stakeholder participation in project decisions and implementation” (PMBOK Guide Sixth Edition).

The five process groups are:

- a. **Initiating:** is the process performed to define a new project or phase
- b. **Planning:** is the process required to establish the scope of the initiated project, refine objectives, and define course of action to attain those objectives.
- c. **Executing:** performing the work defined in planning phase
- d. **Monitoring and Controlling:** tracks the performance of the project and identifies areas of the plan that may need changes.
- e. **Closing:** involves formally closing the project, phase, or contract.

Figure 2: Project Management Process Groups and Knowledge Areas Map

Table 1-1. Project Management Process Group and Knowledge Area Mapping

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Note. The figure shows the various project management process groups and the knowledge areas retrieved from (p. 556) PMBOK Guide Sixth Edition, 2017.

2.2.6 Project life cycle

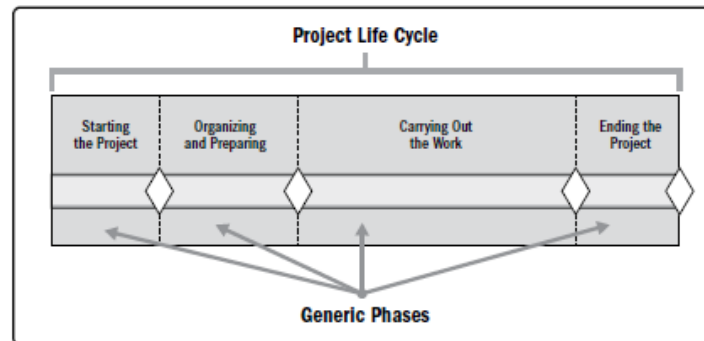
The PMBOK Guide Sixth Edition states that the project life cycle can be “influenced by the unique aspects of the organization, industry, development method, or technology employed. While every project has a start and end, the specific deliverables and work that take place vary widely depending on the project”. Simply put, it is a series of phases that a project goes through from inception to completion.

The life cycle provides the basic framework for managing the project, regardless of the specific work involved. It first involves starting the project, organizing and preparing, carrying out the work, and then closing the project. As per Figure 3 below the following can be determined:

- Initiating – starting or introducing the project.
- Planning – organizing and preparing.
- Executing – carrying out the work or growing the project.
- Monitor and control – carrying out the work and conducting reviews.
- Closing – ending the project where the project activities come to retire.

From the different phases provided, this FGP corresponds to the initiating phase since this author is just introducing the project.

Figure 3: Project Life cycle



Note: The figure shows the project life cycle retrieved from (p. 548) PMBOK Guide Sixth Edition, 2017.

2.2.7 Company strategy, portfolios, programs and projects

A company's strategy is the strategic initiatives a company pursues to create value for itself and its stakeholders. This strategy is crucial to a company's success and is needed before any goods or services are produced or delivered. For this FGP the BPD's strategy is to adopt a multi-pronged approach to address the incidents of crime.

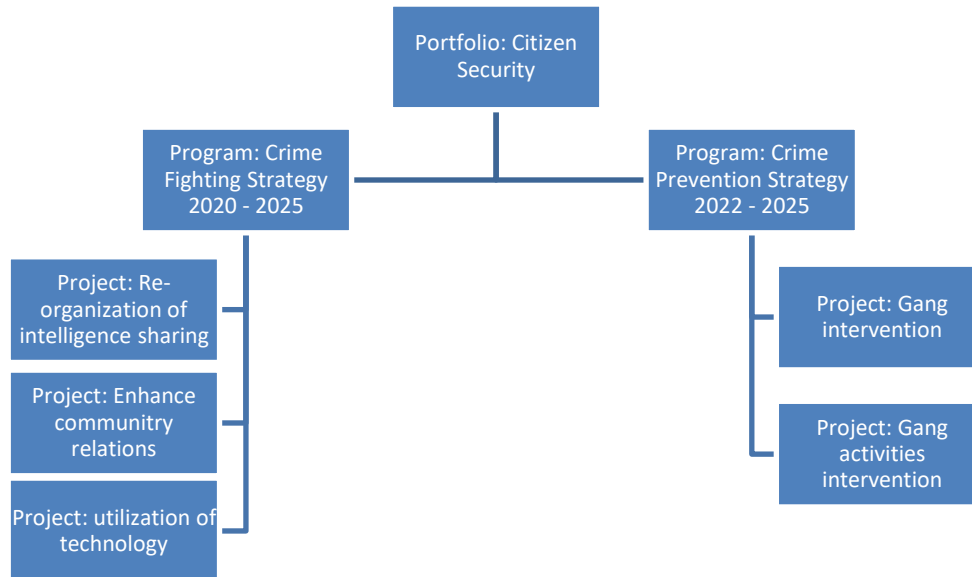
A portfolio is defined as projects, programs, subsidiary portfolios, and operations managed in a coordinated manner to achieve strategic objectives. It is the centralized management of one or more portfolios to achieve strategic objectives. Portfolio management focuses on ensuring the portfolio is performing consistent with the organization's objectives and evaluating portfolio components to optimize resource allocation. For this FGP the BPD's portfolio is citizen security.

A program is defined as related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits not available from managing them individually. Programs include program related work outside the scope of the discrete projects in the program. Program management is the application of knowledge, skills, and

principles to a program to achieve the program objectives and to obtain benefits and control not available by managing related program components individually. For this FGP the BPD's programs focus on the Crime Fighting Strategy 2020 – 2025 and the Crime Prevention Strategy 2022 – 2025. Program management supports organizational strategies by authorizing, changing, or terminating projects and managing their interdependencies.

A project may be managed in three separate scenarios: as a stand-alone project (outside a portfolio or program); within a program; or within a portfolio. Project management has interactions with portfolio and program management when a project is within a portfolio or program. Organizational and portfolio planning impact the components by means of prioritization based on risk, funding, and other considerations. This allows organizations to have an overall view of how the strategic goals are reflected in the portfolio; institute appropriate portfolio, program, and project governance; and authorize human, financial, or physical resources. For this FGP the BP's projects consist of re-organization of intelligence sharing, gang intervention, enhance community relations, utilization of technology and gang activities intervention.

Figure 4: Belize Police Department’s Portfolio, Program and Project Management



Note: Prepared by author.

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

Project Management Office (PMO)

A Project Management Office (PMO) is an organizational management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. (PMBOK, Sixth Edition, p.716). While many sources identify several different types of PMOs, PMBOK Guide Sixth Edition identifies three. These are: Supportive, Controlling, and Directive, and their variance is attributed to the degree of control and influence the PMO has on projects within an organization.

In a supportive PMO the lowest degree of control is exercised, and there is need for less supervision for project management initiatives. Teams in this type of PMO provide consultations to teams rather than controlling their individual projects. The project manager provides support by offering expertise, templates, best practices, access to information and expertise on other projects.

In a controlling PMO all the services of a supportive PMO are provided with additional support such as allowing individuals the authority to enforce policies and procedures and overseeing projects. This type of PMO exhibits a moderate level of control while ensuring teams use the appropriate tools and methodologies.

A Directive PMO often has the highest level of involvement in company projects since projects are managed directly by the project team who also oversee the individual resources and schedules for each project. This type of PMO manages the results of each initiative.

What are the roles of a PMO

PMOs offer teams direction, enable productivity, and help ensure the success of a project. They provide support in areas of:

- Governance: set and oversee the policies, regulations and controls for projects that help organizations decide what new projects to pursue and how to execute them efficiently. This involves making sure a company chooses projects that match its objectives.
- Processes: help businesses write standards and processes for all departments in an organization to follow consistently.

- Culture: train individuals in project management processes, share best practices and common project management methodologies so that the staff has a common vocabulary and can communicate with others about their projects.
- Resources: PMOs might manage both resource allocation, which includes people needed for a project, and tools, including templates, archives, and schedules. An organization might use these resources to ensure team members have what they need when starting new projects.

Why are PMOs Important

PMOs help to ensure:

- Consistency: Rather than multiple parts of the organization managing projects differently, a PMO establishes common policies and procedures to follow. This helps create a standard everyone can learn and use for different projects.
- Data management: PMOs often use tools like project management schedules when overseeing the projects, a company completes. This data can help improve turnaround times and identify additional team needs.
- Knowledge sharing: With PMO teams, staff can learn valuable project management techniques like time management and prioritization. People in the PMO often hold training sessions and presentations or remain available to answer questions from staff hoping to learn.
- Accountability: With consistent standards and a resolute project management team, it ensures both the PMO, and the staff are accountable for their roles.

2.3.1 Current situation of the problem or opportunity in study

Since its establishment, the Belize Police Department has always been responsible for citizen security. It has continuously restructured internally to meet the growing demands of providing a safe and secure Belize for citizens and visitors. However, this restructuring was always a reactive response to meet the growing and expanding crime trends across the country. So far, to try and address the need to fill the gap of project management and accountability of resources, the department has since established the Research, Planning, Legal Affairs and Compliance Branch which has been tasked with implementing and monitoring policies, regulations and guidelines while simultaneously meet the demands of engaging donor partners and monitoring projects being implemented. This has resulted in a Unit of the department being overworked and not being able to efficiently deliver.

To resolve the situation the proposed FGP seeks to establish a PMO within the Belize Police Department. This would help to alleviate the overwork that the Research, Planning, Legal Affairs and Compliance Branch is currently facing and thereby allow that Unit to focus on other pertinent matters such as developing policies for the benefit of the Department and focusing more on legal affairs matters.

2.3.2 Previous research done for the topic in study

The BPD's Strategic Plan 2020 – 2025 outlines a transformative process which consists of strategic and tactical pillars in moving the department forward. The strategic plan was developed with input from the community through a crime summit and consultations with personnel from within the Department. Based on the plan, this

transformative process should be holistic in its approach with efficiency, collaboration, and service delivery as the main outlook. In maximizing the department's effectiveness, the strategic plan embraces technology, community partnership and capacity development through training and academic qualification. However, for a strategic plan to be successful it must not only look at transforming to meet external stakeholders needs but also the internal needs of the department that would help to make it more efficient. For the department to achieve efficiency and service delivery, the addition of a PMO to its organizational structure would help to streamline processes and implement monitoring procedures needed to achieve accountability both to its personnel and external stakeholders such as donor agencies and the community. The PMO would help the Department to enhance its crime fighting effort and improve service delivery by enhancing its processes and systems, embrace innovation and technology and help to establish guidelines for career development for personnel.

The Plan Belize Medium Term Development Strategy 2022 – 2026 is a multi-ministerial strategy document developed with input from all government agencies. It identifies the priorities and opportunities for each government agency by designing their programs and preparing respective managers and directors to deliver on their newly crafted visions, missions, specific objectives, and principles. The programs or projects of the government agencies reflect their commitment to a realistic assessment of what they can implement and deliver in the short and medium term. They also acknowledge that efficient and effective implementation will require different coordination, collaboration, and communication within and across ministries, partnerships with civil society, local

governments, academia, and external donors. While the process of developing this Strategy was done holistically, it speaks to designing realistic programs and projects which is an opportune example of how a PMO can help to achieve results by correctly categorizing such and keeping within schedule and costs. The Strategy also calls for innovation, accountability and delivering quality service in the least amount of time to its customers. The BPD can achieve these with the support of a PMO while at the same time delivering on its citizen security mandate.

2.3.3 Other theory related to the topic in study

Scrum Theory

“Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems” (K. Schwaber & J. Sutherland, 2020). Rather than provide people with detailed instructions, the rules of Scrum guide their relationships and interactions. Scrum is built upon by the collective intelligence of the people using it. Various processes, techniques and methods can be employed within the framework. “Scrum makes visible the relative efficacy of current management, environment, and work techniques, so that improvements can be made” (K. Schwaber & J. Sutherland, 2020). For Scrum to be applied it consists of a Scrum Master, Product Owner and Developers who all collaborate to meet sprints.

The Scrum Theory can be considered relevant to this FGP since it is more people-centric and calls for collaboration to meet project objectives. Its core pillars of Transparency, Adaptation and Inspection can be applied since all project deliverables,

reports and meetings would be documented and shared with the relevant scrum team, allowing for feedback. Transparency would ensure there is visibility through artifacts and events, adaptation would ensure improvements are achieved through transparency and inspection allows the Scrum team to analyse via the user stories, product backlog deliveries and the project in its entirety.

The values of scrum being courage, commitment, respect, openness and focus also play a significant role in executing projects. The Scrum team should respect each other individually as persons as well as their role as a member of the team. In instances when the Scrum Master and Development team must deliver information that may not be to the liking of the product owner their commitment to achieve the project's goals should always be courageous and open regardless of challenges.

3 METHODOLOGICAL FRAMEWORK

This methodological framework section will detail the approach taken to ensure that reliable and valid results that address the need for a PMO within the BPD are achieved. It provides information on what data is to be collected and who or where such data will come from, as well as how it will be collected and analyzed. Therefore, information sources will be broken down into primary and secondary sources, research methods and tools to be used will also be mentioned. Assumptions and constraints to the success of materializing the PMO will also be made.

3.1 Information sources

It is no secret that the process of decision-making is fuelled by information and the value of such information directly affects the overall outcome whether positive or negative, of business processes and success. Therefore, it is important for organizations to have accurate information to make informed decisions. Such accuracy is provided by an information source which is defined as “a person, thing, or place from which information comes, arises, or is obtained” (Dwivedi, 2018).

Information sources are usually categorized as primary or secondary. For the purpose of this FGP a combination of both primary and secondary information sources will be used to conduct research and deliver findings that are necessary to design a proposal for the development of the proposed PMO.

3.1.1 Primary sources

According to the National Institute of Schooling, primary sources are those sources “which contain original information that has been published, reported or recorded for the first time and has not been interpreted, commented upon, summarized, translated or evaluated by a secondary party” (2020). Primary sources can include new raw data, new interpretation of previously known facts or idea, any new observation or experiment. Sources of primary information come from interviews, periodicals, newspapers, technical reports, conference papers, patents, and standards amongst others.

For the purpose of this FGP primary sources will come from interviews conducted with the Chief Executive Officer responsible for the Belize Police Department, the Officer responsible for the Development and Compliance Unit which is responsible for the Department’s policy, procedures and ensure compliance to such, as well as interviews with other key members of staff. Technical reports will also be used to help advance the research supporting the need for a PMO withing the BPD.

3.1.2 Secondary sources

“Secondary sources of information are based on primary sources and present the contents of primary sources in condensed form and list them in helpful way, so that the existence of primary documents is known and access to them is made easy” (NIOS, 2020). Secondary sources of information include textbooks, dictionaries, encyclopaedias, political commentary, dissertations, and newspaper editorial/opinion pieces.

To support the primary sources, secondary sources of information that will be used will include textbooks such as the PMBOK Guide Sixth Edition and Seventh Edition, dissertations, and existing laws.

Chart 1: Information sources (Source: The Author)

Objectives	Information sources	
	Primary	Secondary
1. Conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and its readiness for a PMO	Interviews with the Chief Executive Officer, Director of the Compliance and Development Unit	PMBOK Guide Seventh Edition, Scholarly journals and dissertations, online research
2. To identify the characteristics and functions that the Department's PMO should have in order to recommend the PMO's best suited characteristics and functions based on its adequacy.	Interview with the Director of the Compliance and Development Unit	Government documents, online research, scholarly journals, and dissertations
3. Develop a PMO proposal based on the identified	Interview with the Director of the Compliance and Development Unit	PMBOK Guide Seventh Edition, Government documents,

Objectives	Information sources	
	Primary	Secondary
characteristics and functions to determine the Department's organizational needs.		online research, scholarly journals, and dissertations
4. Develop an institutionalized Monitoring and Evaluation policy, function, and procedure (i.e. procedural manual, template for monitoring, evaluating, and reporting) in order to improve processes, transparency and accountability	Interviews with members of staff, meetings	Government documents such as Organizational policies and manuals, regulations, PMBOK Guide, online research

Objectives	Information sources	
	Primary	Secondary
5. Develop a plan for the recruitment and training of personnel for the Department's PMO in order to acquire knowledgeable and skilled staff to improve services and increase efficiency	Interviews with members of staff and other government staff	Government documents such as Organizational policies and manuals, regulations, online research, scholarly journals, and dissertations
6. Reconstruct the Department's organizational structure to include the proposed PMO.	Interviews and the organizational chart	PMBOK Guide, Government documents such as Organizational policies and manuals, regulations, online research, scholarly journals, and dissertations

3.2 Research methods

Simply put, research methods are the processes used to collect data. This data is then used to “analyze current methods or procedures and to find additional information on a

topic” (Indeed Editorial Team, 2023.) It is mainly done to “gain knowledge to support a survey or quest regarding a particular conception or theory and to reach a resolute conclusion regarding the same” (Rangaiah M., 2021). Since the collection of data is imperative to help develop the research, it will further help to justify whether or not this proposed FGP is feasible.

According to Rangaiah, 2021 there are eight types of research methods namely, descriptive, analytical, applied, fundamental, quantitative, qualitative, conceptual, and empirical. However, for the purpose of this research the methods that will be applied are analytical, and qualitative research focusing on interviews and secondary research.

3.2.1 Analytical method

Analytical Research is a form of research where “the researcher has to make do with the data and factual information available at their behest and interpret this information to undertake an acute evaluation of the data. This form of research is often undertaken to uncover some evidence that supports their present research, and which makes it more authentic. It is also undertaken for concocting fresh ideas relating to the topic on which the research is based” (Rangaiah M., 2021). This method can be used either with the quantitative (numerical) or qualitative (words) method.

3.2.2 Descriptive: Interviews method

According to Rangaiah, 2021, interviews are used to decipher motivation research (rooted motives through in-depth interviews) or opinion research (to discover the opinion

and perspectives of people regarding a specific subject). For the purpose of this FGP, unstructured one-on-one interviews with open-ended questions based on the specific research topic will be used for interviews so that it takes the natural flow of a conversation.

3.2.3 Quantitative

Secondary research does not require the collection of data from people, instead it involves gathering existing data such as the research of a case study, images, texts, or audio.

Chart 2: Research methods (Source: The Author)

Objectives	Research methods		
	Analytical	Descriptive: Interviews	Quantitative
1. Conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and its readiness for a PMO	An analysis of the literature review and the interview notes, Review of research and government documents	Interviews to determine how the proposed project aligns to the Department's need	Use of close-ended questionnaires and surveys

Objectives	Research methods		
	Analytical	Descriptive: Interviews	Quantitative
2. Identify the characteristics and functions that the Department's PMO should have in order to recommend the PMO's best suited characteristics and functions based on its adequacy	Analysis of information obtained via interviews, Review of relevant literature and Government documents on existing public sector PMOs	Interviews with members of staff who have some type of project management role	Not applicable
3. Develop a PMO proposal based on the identified characteristics and functions to determine the Department's organizational needs.	Analysis of information obtained via interviews, Review of research and government	Interviews with senior members of staff who have some type of project management role	Not applicable

Objectives	Research methods		
	Analytical	Descriptive: Interviews	Quantitative
	documents such as policies and regulations.		
4. Develop an institutionalized Monitoring and Evaluation policy, function, and procedure (i.e. procedural manual, template for monitoring, evaluating, and reporting) in order to improve processes, transparency and accountability	Analysis of information obtained via interviews, journal articles, government documents and policies to help analyze the current environment to best determine what policies need to be in	Interviews	Not applicable

Objectives	Research methods		
	Analytical	Descriptive: Interviews	Quantitative
	place to meet objectives.		
5. Develop a plan for the recruitment and training of personnel for the Department's PMO in order to acquire knowledgeable and skilled staff to improve services and increase efficiency.	An analysis of the literature reviewed, Review of government documents and regulations.	Interview with personnel within the government sector who already have functioning PMO	Not applicable
6. Reconstruct the Department's organizational structure to include the proposed PMO.	Analysis of information obtained via interviews, Review of research and	Not applicable	Use of close-ended questionnaires to gather information

Objectives	Research methods		
	Analytical	Descriptive: Interviews	Quantitative
	government documents such as policies and regulations.		

3.3 Tools

Data gathering is the process of “gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes” (Ewen, 2018). The PMBOK Guide further states that tools are tangible products used in performing an activity to produce a result. Therefore, they range from being formal and informal to qualitative and quantitative.

For the purpose this FGP, various tools will be used to gather information. Those tools are:

- **Expert judgment:** Judgment provided based upon expertise in an application area, knowledge area, discipline, industry etc., as appropriate for the activity being performed. Such expertise may be provided by any group or person with specialized education, knowledge, skill, experience, or training (PMBOK Guide Seventh Edition).

- **Interviews:** A formal or informal approach to elicit information from stakeholders by talking to them directly (PMBOK Guide Seventh Edition).
- **Data gathering:** used to collect data and information from a variety of sources (PMBOK Guide Seventh Edition).
- **Data analysis:** Techniques used to organize, assess, and evaluate data and information (PMBOK Guide Seventh Edition).
- **Document analysis:** evaluating electronic and physical documents to interpret them, gain an understanding of their meaning and develop upon the information they provide (Indeed Editorial Team, 2021)
- **SWOT Analysis:** Analysis of strengths, weaknesses, opportunities, and threats of an organization, project, or option (PMBOK Guide Seventh Edition).
- **Meetings:** a planned occasion when people come together, either in person or online to discuss something (Cambridge Dictionary).
- **Stakeholder analysis:** A technique of systematically gathering and analysing quantitative and qualitative information to determine whose interests should be taken into account throughout the project (PMBOK Guide Seventh Edition).
- **Questionnaires:** Written sets of questions designed to quickly accumulate information from a large number of respondents (PMBOK Guide Seventh Edition).
- **Focus groups:** An elicitation technique that brings together prequalified stakeholders and subject matter experts to learn about their expectations and attitudes about a proposed product, service, or result (PMBOK Guide Seventh Edition).

- **Organizational chart:** a diagram that shows the structure of an organization and the relationships between the different people, departments, or jobs within that organization (Cambridge Dictionary)
- **Historical information:** Documents and data on prior projects including project files, records, correspondence, closed contracts, and closed projects ((PMBOK Guide Seventh Edition).

Chart 3: Tools (Source: The Author)

Objectives	Tools
1. Conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and its readiness for a PMO	Interviews, data gathering, data analysis, document analysis, stakeholder analysis, questionnaires
2. Identify the characteristics and functions that the Department's PMO should have to recommend the PMO's best suited characteristics and functions based on its adequacy.	Meeting, interviews, Expert Judgement, focus group, PMBOK Guide

Objectives	Tools
3. Develop a PMO proposal based on the identified characteristics and functions to determine the Department's organizational needs.	Meetings, interviews, expert judgment, data analysis, document analysis, SWOT analysis
4. Develop an institutionalized Monitoring and Evaluation policy, function, and procedure (i.e. procedural manual, template for monitoring, evaluating, and reporting) in order to improve processes, transparency and accountability	Meetings, document analysis, historical information
5. Develop a plan for the recruitment and training of personnel for the Department's PMO in order to acquire knowledgeable and skilled staff to improve services and increase efficiency.	SWOT analysis, focus groups, document analysis
6. Reconstruct the Department's organizational structure to include the proposed PMO.	Interview, organizational chart,

3.4 Assumptions and constraints

An assumption is a “factor in the planning process that is considered to be true, real, or certain, without proof or demonstration” (PMBOK Guide Seventh Edition). Assumptions are expected during the project’s life cycle.

A constraint is a “limiting factor that affects the execution of a project, program, portfolio, or process” (PMBOK Guide Seventh Edition). Constraints are the limitations on a project’s scope, schedule, budget, quality, resources, and risk (PMBOK Guide Sixth Edition).

For the purpose of this FGP assumptions and constraints will be used to help evaluate possible challenges that may arise in order to determine the most suitable response to mitigate them.

Chart 4: Assumptions and constraints (Source: *The Author*)

Objectives	Assumptions	Constraints
1. Conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and its readiness for a PMO	<ul style="list-style-type: none"> ➤ Interviewees will be cooperative. ➤ Information will be provided timely. 	<ul style="list-style-type: none"> ➤ Information needed is not provided. ➤ Opposition to develop this Project by Head of Department
2. Identify the characteristics and functions that the	<ul style="list-style-type: none"> ➤ Literature review will provide the necessary 	<ul style="list-style-type: none"> ➤ Unavailability of literature relevant to Belize.

Objectives	Assumptions	Constraints
<p>Department's PMO should have in order to recommend the PMO's best suited characteristics and functions based on its adequacy.</p>	<p>information needed to develop the proposed characteristics and functions needed for the proposed PMO.</p>	
<p>3. Develop a PMO proposal based on the identified characteristics and functions to determine the Department's organizational needs.</p>	<ul style="list-style-type: none"> ➤ Interviewees will be cooperative. ➤ Information will be provided timely. 	<ul style="list-style-type: none"> ➤ Opposition to develop this Project by Head of Department
<p>4. Develop an institutionalized Monitoring and Evaluation policy, function, and procedure (i.e. procedural manual, template for monitoring, evaluating, and</p>	<ul style="list-style-type: none"> ➤ Human and Financial resources exist to complete the development of the FGP. ➤ Other agencies will provide support for FGP completion. 	<ul style="list-style-type: none"> ➤ The views and opinions of people within the organization may be critical and may experience pushback on new perspectives.

Objectives	Assumptions	Constraints
reporting) in order to improve processes, transparency and accountability.		<ul style="list-style-type: none"> ➤ Permission is not granted to access the necessary information to complete the proposal.
5. Develop a plan for the recruitment and training of personnel for the Department's PMO in order to acquire knowledgeable and skilled staff to improve services and increase efficiency.	<ul style="list-style-type: none"> ➤ Interviewees will be cooperative. ➤ Timely identification of suitable persons with the relevant expertise. ➤ The Human and Financial resources exist. 	<ul style="list-style-type: none"> ➤ Opposition by the Head of Department ➤ The views and opinions of people within the organization may be critical and may experience pushback on new perspectives.
6. Reconstruct the Department's organizational structure to include the proposed PMO.	<ul style="list-style-type: none"> ➤ Reconstructing the Department's organization structure to include a PMO will boost accountability, efficiency and effectiveness in the 	<ul style="list-style-type: none"> ➤ Opposition by the Head of Department ➤ The views and opinions of people within the organization may be critical and may experience

Objectives	Assumptions	Constraints
	management and execution of projects within the BPD. ➤ The Government will accept the creation of a PMO for the BPD.	pushback on new perspectives. ➤ Unavailability of financial resources ➤ Unavailability of human resources to staff the PMO

3.5 Deliverables

The PMBOK Guide Seventh Edition defines a deliverable as a “unique and verifiable product, result, or capability to perform a service that must be produced to complete a process, phase, or project.” Deliverables helps to keep projects on schedule and allows for the efficient allocation of both time and money.

For the purpose of this FGP the deliverables are outline in the below chart.

Chart 5: Deliverables (Source: The Author)

Objectives	Deliverables
<p>1. Conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and its readiness for a PMO</p>	<p>A Maturity Assessment report which will provide an assessment of the BPD Department to determine its maturity level.</p>
<p>2. Identify the characteristics and functions that the Department's PMO should have in order to recommend the PMO's best suited characteristics and functions based on its adequacy.</p>	<p>A report on the characteristics and functions that the BPD's PMO should have.</p>
<p>3. Develop a PMO proposal based on the identified characteristics and functions to determine the Department's organizational needs.</p>	<p>A PMO proposal based on the identified characteristics and functions addressing the Department's organizational needs.</p>
<p>4. Develop an institutionalized Monitoring and Evaluation policy, function, and procedure (i.e.</p>	<p>Monitoring and Evaluation Policy and Manual</p>

Objectives	Deliverables
<p>procedural manual, template for monitoring, evaluating, and reporting) in order to improve processes, transparency and accountability</p>	
<p>5. Develop a plan for the recruitment and training of personnel for the Department's PMO in order to acquire knowledgeable and skilled staff to improve services and increase efficiency.</p>	<p>Recruitment plan, Training plan</p>
<p>6. Reconstruct the Department's organizational structure to include the proposed PMO.</p>	<p>Organizational Chart inclusive of the PMO, Terms of Reference</p>

RESULTS

The results chapter of this FGP will provide information on the findings. For each specific objective the results will be provided by showing the in-depth analysis done using various tools and techniques. This chapter will further prove the need for a PMO to be embedded in the BPD to improve delivery of service, accountability, and transparency.

3.6 Organizational Maturity Analysis

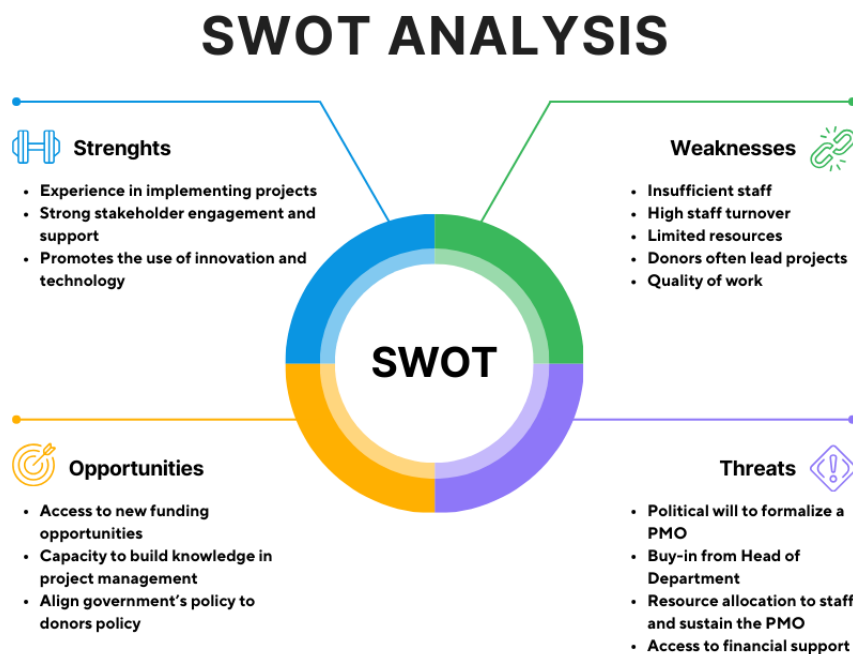
A project management maturity reflects an organization's ability to manage projects efficiently. A high maturity means that projects are aligned to the organizational objectives and delivered within schedule, time and budget, risks are managed, and projects output meets stakeholder expectations. One of the main reasons that organizations opt to assess their maturity is to evaluate the actual state of their internal project management process in order to continuously identify areas for improvement. The first specific objective of this FGP is to conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and its readiness for a PMO.

To achieve the first specific objective of this FGP which is to conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and its readiness for a PMO, a SWOT analysis and gap analysis were first conducted. The information was gathered via the use of interviews and surveys.

3.6.1 SWOT Analysis

A SWOT Analysis was done to identify the strengths, weaknesses, opportunities, and threats that exist as it relates to project management. The results of this analysis can be seen below.

Figure 5: SWOT Analysis of the Belize Police Department



Note: prepared by Author

- Strengths**
 As depicted in the figure above, one of the BPD's key strengths is that its senior personnel have vast experience in implementing projects. Since the Department does not have a project management office, its Development and Compliance Unit is charged with the responsibility of implementing projects whether government or donor funded. The BPD also relies heavily on a strong stakeholder engagement and

support to achieve its mandate. Support is received from external funding sources, local businesses, and non-government organizations. Given the Government of Belize's National Digital Agenda and the BPD's Strategic Plans, it promotes the use of innovation and technology to serve the public and execute its mandate.

- **Weaknesses**

The weaknesses for the BPD include insufficient staff, a high staff turnover, having limited resources, donors often leading projects and inadequate quality of work.

The current office charged with implementing projects is also responsible for various other duties, which results in not having sufficient staff to execute projects properly. Also, since the said unit is comprised of police officers who are often transferred to other units of the Department, the staff turnover is high which leads to a loss of knowledge. In terms of resources, there is limited office space, and office equipment including transportation which is needed to monitor the execution of projects. These limited resources and inadequate staff often lead to donors leading projects which usually results in an outcome that shifts from the intended project goal. The quality of work is also ineffective since time, schedule and scope are not often met due to the other mentioned weaknesses.

- **Opportunities**

Although the BPD already has a good stakeholder engagement, access to new funding opportunities exists if the Department strengthens its weaknesses in having qualified personnel and meeting showing that it is capable of meeting projects within time, scope, and budget. Via existing training support the opportunity exists

to build knowledge in project management. Also, instead of aligning to only donors' policy and interest, personnel being trained and knowledgeable will then be able to align government's policy to donor's policy thereby addressing the needs and interests of both the department and the donor.

- **Threats**

The greatest threat that would have a resounding impact on other threats is political will to formalize a PMO and buy-in from the head of department. Any initiative that is not supported by top management will ultimately affect resource allocation to staff and sustain the PMO and further have access to funding.

3.6.2 Gap Analysis

According to the PMI a gap analysis is a “set of techniques to examine and describe the gap between current performance and desired future goals. It is the “comparison of actual performance with potential or desired performance”. In analyzing the gaps that exist an organization must first assess its current state, relative to its desired future state. Doing so will allow the organization to identify its gaps and determine actions to improve to get to the desired future state. As per the SWOT it was noted that the BPD struggles with completing projects on time, within scope and on budget. As such the below gap analysis outlines the Department's challenges and actions that can be implemented to get to the desired future state.

Chart 6: Gap Analysis (Source: The Author)

Focus area <i>(What are you focused on)</i>	Current state <i>(Where are you now)</i>	Future state <i>(Where would you like to be)</i>	Identified gap <i>(Difference between current state and future state)</i>	Action Plan <i>(Projects you Will undertake to bridge the gap)</i>
Stakeholder satisfaction	Stakeholders are engaged however not satisfied with Project execution processes	Stakeholders are 100% satisfied with Project execution processes	60% Stakeholders satisfaction is not met because staff are not trained in Project management and there is lack of staff to execute projects	Increase staff and use surveys to measure stakeholder satisfaction.
Office space	300 sqft. Office space is inadequate to accommodate current and future needs.	600 sqft. Adequate and comfortable office space for personnel	Office space is not adequate to accommodate current and additional staff needs	Expand the office space and restructure office setup.
Competent staff	Current staff executing projects are police officers	All staff are knowledgeable and trained in Project management	Police officers are assigned to execute projects without prior knowledge or experience	Provide educational and training opportunities for current staff and hire new staff with the required knowledge and expertise.
PMO Manuals	The Department is guided by procurement manuals, financial orders, and internal regulations	Use of PMO manuals	The Department does not use PMO manual for techniques	Training in the use of PM manuals and techniques
Resource allocation	No budget allocated	Budget to sustain its operations and follow up on Project execution	The Department relies on support from donors and allocates resources where deemed necessary	Establish a PM Office with an allocated budget

Focus area <i>(What are you focused on)</i>	Current state <i>(Where are you now)</i>	Future state <i>(Where would you like to be)</i>	Identified gap <i>(Difference between current state and future state)</i>	Action Plan <i>(Projects you Will undertake to bridge the gap)</i>
PM software and tools	The Department does not have PM software and tools. Instead, open-sourced programs are used at employee's discretion	Use of professional Project management software and tools	Personnel do not understand the benefits of using a Project management software and tools and thus does not request it.	Acquire Project management software and provide training on use.
Quality of work	Mediocre Quality of work since the Development and Compliance Unit is understaffed and inadequate to address all its current functions	A PMO established	One Unit being overburdened with executing too many tasks	Establish a PMO.

3.6.3 OPM3

For the purpose of assessing the BPD's maturity and readiness for a PMO, the Organizational Project Management Maturity Model (OPM3) should be applied. The OPM3 helps organizations understand the management of projects, programs and portfolios at an organizational level and measure their capabilities in relation to a set of accepted best practices. While a questionnaire was administered using the OPM3 Self-Assessment Method, it only gives an insight to where there is need for improvement. To have an in-depth accurate analysis, it is recommended that the BPD undergo a maturity assessment. According to the OPM3 standard, organizational maturity can be improved through the following three-phase process:

- **Knowledge:** describes organizational project management and its maturity, explains why they are important, and how project management maturity can be recognized.
- **Assessment:** presents methods, processes, and procedures that a company can use to self-assess its maturity.
- **Improvement:** outlines the way from a company's current maturity level to a more sophisticated one.

The main advantages of the OPM3 is that it is “based on the PMBOK Guide and incorporates expertise of hundreds of project management practitioners and consultants, it strengthens the link between an organization's strategic planning and its execution, and it provides the basis for improving an organization's PM maturity levels (best practices with corresponding capabilities)” (Sokolova V. 2022).

According to PMI the OPM3 Cycle consists of five steps:

- **Step 1: Prepare for Assessment:** involves having a good understanding of the OPM3 concepts and organizational project management that will be used to develop the analysis. According to PMI “the person who is directing the OPM3 implementation effort should have a thorough understanding of the OPM3 model and the tools used in its implementation. Team members should be comfortable with the OPM3 model concepts and requirements”.
- **Step 2: Perform Assessment:** of the organization's current maturity level. As part of this step, two assessments are completed, a high-level view and a comprehensive assessment. The high-level view employs a questionnaire methodology to determine what best practices are currently implemented by the organization being evaluated

in the domains of project, program, and portfolio, and what stages exist in those best practices. In the Perform Assessment step, the OPM3 tool will produce reports that indicate overall organizational maturity and identify areas of strength and weakness within the organization. Best practices are analyzed to determine existing capabilities' stages as well as to identify which capabilities are not currently present. This step will allow the BPD to know what capabilities currently exist, what stage the capabilities demonstrate, what capabilities do not exist, and the importance of the individual capabilities.

- **Step 3: Plan for Improvement:** uses the information gathered in step 2 to improve efforts that should only be undertaken if the improvement pursued has a high probability of being completed successfully and if the cost is acceptable to the Organization.
- **Step 4: Implement Improvement:** uses the information gathered in step 3 to implement the improvements. Most of these improvements will end up being projects themselves and organizational buy-in is imperative to the success of the improvement effort. When possible, priority should be given to projects with shorter timeframes. This can help to minimize the possibility of a change in strategic direction or of organizational leadership diminishing the need for, or commitment to, the improvement.
- **Step 5: Repeat the Process:** formalizes the iterative nature of the OPM3 model. When improvement projects have been completed successfully, an organization can either repeat perform assessment and re-assess, or plan for improvement and

determine which capability enhancement or new capability establishment would best serve the strategic interest of the organization.

3.6.4 Organizational Needs

According to the Project Management Institute (2017), there are six domains that can be used to measure the overall effectiveness of an organizational portfolio (including its program and project management). These domains are:

- **Strategic Alignment:** which ensures the alignment of portfolio components (programs, projects, and operations) to the organization's strategic objectives, goals, and priorities.
- **Organizational Governance:** which ensures the establishing of governance model, developing the portfolio management plan, and subsequently approving the portfolio.
- **Resource management:** which ensures the presence of capable staff with adequate resources.
- **Risk Management:** which ensures the balancing and managing of portfolio risk relative to the organization's risk appetite.
- **Stakeholder Engagement:** which ensures the continuous communication with stakeholders to foster stakeholder engagement in portfolio decisions and activities.
- **Value/Benefits Management:** which ensures that investment in a portfolio delivers the required return as outlined in the organization's strategy and goals.

Based on the interviews conducted and feedback received from the OPM3 questionnaire that was administered, the below highlights the needs of the Belize Police Department:

- **Capacity Building:** there is a need for training in project management. Also, the Department needs to ensure that personnel/staff are hired or assigned who are both qualified and knowledgeable in project management.
- **Application of Project Management Processes to existing processes:** processes must be embedded in the Department as well as a system for documentation and standardization is needed.
- **Resource allocation:** both human and equipment needs to be allocated in the Department's budget. This will ensure adequate staffing to execute staff without resulting in burnout as well as ensure personnel have the adequate materials and equipment needed to monitor and execute projects.
- **Project Management Maturity Model:** the OPM3 can help the Department to assess its current maturity relative to where its desired future state of managing projects with accountability and efficiency.
- **Establishment of a PMO:** with qualified staff.

3.7 Characteristics and Functions that the Department's PMO should have

The Belize Police Department is the Government's agency responsible for ensuring citizen security – the greatest public service task. In delivering a safe Belize to its citizenry

and visitors the department like the government have been slowly adopting private sector practices to improve on quality and delivery. While the department has continuously made use of innovation and technology it continues to adopt new ways that allows the department to streamline its services while ensure transparency and it is held accountable. The proposal for a PMO is one such new way that would allow the department to transform to agile practices in delivering timely project outcomes within scope and budget while mitigating risks.

3.7.1 Characteristics

While there are many characteristics that can be applied to a PMO, there are a few that can be applied to the BPD given the nature of its service. These include:

- **Have a clear vision for the PMO:** aligning the purpose of the PMO to the goals of the BPD. By establishing that vision, it creates a common purpose, making it easier to maintain engagement and commitment.
- **Flexible:** while the traditional PMO is process-driven, modern PMOs continually improve their approach to change, applying flexibility, learning agility and much shorter feedback cycles to deal with ambiguity and uncertainty as the new norm in delivering change.
- **Strong Stakeholder relations and communication:** encourage informing early if a project will not meet its intended timeline, scope, or budget. Continuous communication helps to build trust with stakeholders.
- **Organized structure and standardized processes:** Ensure that processes are not too rigid to allow for any tailoring to the structure to meet the requirements of a

particular project (whether linear, iterative or hybrid methodology is required).

Assign the appropriate resources to support that project based on that structure and method.

- **Qualified staff:** having the right balance of skills and experience by combining professionals with a wealth of experience and people with the right enthusiasm and attitudes who can develop and grow into the roles.
- **Use of PM Tools and processes:** using integrated collaboration tools and project management software to manage projects as well as be able to monitor risks and make decisions relevant to the continuity of projects.

3.7.2 Functions

A PMO may assume a variety of roles and functions, however, the functions should be tailored to suit the needs of organizations. For the purpose of the BPD PMO the below functions are deemed applicable:

- **Monitoring and Controlling Project Execution Performance:** oversee the delivery to ensure projects are delivered within scope, time, and budget. Also, the PMO will ensure that stakeholders are satisfied.
- **Develop project management methodologies:** to standardize project management activities and processes by producing and implementing guidelines to govern projects throughout their life cycle.
- **Implement Professional project management tools:** helps to consolidate and automate tasks leading to productivity, improvements in data quality and optimization of resources utilized.

- **Portfolio, Program and Project management:** manage the portfolio, programs, and projects by making decisions ensuring the optimal use resources and available funds.
- **Optimize resources:** manage resources more effectively to improve processes for allocating and assigning resources across projects. Visibility over schedules, budgets, project requirements, resource availability, and workload will lead to defined priorities. Consequently, leading to having the right resources for the right projects at the right time.
- **Encourage collaborative work environment:** encourage interactions to improve quality of work. Sharing of common culture, language and mindset across the department will lead to having harmonized work practices leading to collaboration which further leads to improving productivity, creativity, and employee experience.
- **Information and training for institutional improvement** provides information on best practices, emerging methodologies, and techniques. Also, the PMO will provide in-house and external training opportunities to project managers and teams to ensure their skills remain up-to-date or to learn a new methodology.

3.8 Proposed PMO

3.8.1 Justification

Currently the Belize Police Department projects are managed by the Development and Compliance Unit which is also responsible for policy formulation and ensuring

compliance to departmental regulations. For the BPD to efficiently manage its projects it needs to have a specified PMO. Many of the department's projects are donor funded since donors tend to support initiatives geared at improving citizen security. c. The PMO for the Belize Police Department will serve as the GOB's PMO when it comes citizen security initiatives, and development policies that are aligned to the Government's Strategic Plan. The PMO will ensure that the country benefits from the numerous funding opportunities that are available from international partners and that they are able to then efficiently apply those contributions to acquire and manage resources.

3.8.2 Mission and Vision of the PMO

Mission:

Design a PMO that enables and facilitates accountability and transparency by working in partnership with all communities to help reduce crime and enhance the quality of life for a safer Belize.

Vision:

The Belize Police Department shall work in partnership with all communities in providing the highest quality of service through project management practices that contributes to problem-solving strategies, improved quality of life and enhanced citizen security.

3.8.3 PMO Type

The PMBOK Guide states that there are three types of PMO with varied degrees of influences, authority, and control. These PMO types are:

- **Supportive:** primary function is to provide on-demand expertise to the organization through templates, best practices, and data sharing from other projects. This form of PMO is ideal for organizations that have successfully completed projects but lack strong control mechanisms and need additional oversight. This PMO has a low level of control. (Reiling, J. 2021).
- **Controlling:** provides compliance through various means and support by adopting specific project management framework, methodologies, templates, forms, tools, and PMO controlled set of rules. It ensures conformance to governance among others. The degree of control is moderate. (Reiling, J. 2021).
- **Directive:** may demonstrate the highest level of control since it takes over the Project by providing Project management experience and resources to manage projects. As the organizations undertake projects, the PMO assigns a professional Project manager for each of the projects, creating a consistency of reporting from each project manager back to the directive PMO resulting in a high degree of professionalism for the implementation of each project. This type of PMO is more effective for larger organizations that run various projects concurrently. (Reiling, J. 2021).

To identify and propose a suitable PMO for the BPD, it is necessary to carefully define, study and understand the services the department offers as well as its needs. Based on the responses from the interviews and surveys, it is evident that a PMO is required. The best fit would be a Directive PMO since this type takes control of the projects by directly executing them. This is done by centralizing processes and tools, managing the projects

evolution, ensuring data quality, providing support and expertise, providing analysis to support decision making, developing, and maintaining PMO capabilities.

The interviews and survey reveal that the execution of projects is affected greatly by lack of knowledge and expertise and where there is knowledge, there's a lack of sharing. The Development and Compliance Unit is also challenged with keeping track of projects, managing, and mitigating risks, and staying within scope, time and budget. Participants expressed the need for project integration. The findings of this study showed that there is a need for improved communication between the project developers and the project managers, as managers are not approached to participate in the early stage of project development. This problem leads to project overlaps and, in some cases, negligence.

3.8.4 PMO Structure

Given that the administration and operations of the BPD are primarily managed by police officers supported by civilian staff it is important for the PMO to be designed to address the immediate needs. Therefore, the below structure is proposed. Note that additional details on their role are included in the Recruitment plan which will be phased to accommodate budgetary constraints. Nonetheless, the program manager will be hired first, followed by 4 project managers, one procurement manager four project officers/assistants, one administrative assistant and one office assistant.

Chart: 7: PMO Staffing and Requirements Structure (Source: The Author)

PMO Staff	Minimum Requirements
Program Manager	Master's degree in project management with experience in finance or social sciences and at least 10 years' experience in a managerial position.
Project Manager	Master's degree in project management or social sciences and at least 5 years' experience.
Procurement Manager	Bachelor's degree in social sciences, knowledgeable of donor agency procurement practices, government procurement practices and at least 5 years' experience.
Project Officer/Assistant	Bachelor's degree in project management or social sciences and at least 3 years' experience.
Administrative Assistant	Associate degree in social science or Arts and at least 5 years' experience
Office Assistant	Associate degree in social science or Arts and at least 2 years' experience.

3.8.5 PMO Implementation Plan

The below chart from the PMI signifies the processes that the BPD would take to implement its PMO.

Chart 8: PMO Implementation Plan (Source: PMI)

High Level 30 Day Plan	
PMO Install	Timing
1.0 Project Management	
1.1 Finalize Vision	Week 1
1.2 Finalize scope	Week 1
1.3 Finalize project plan	Week 1
2.0 Portfolio Governance	
2.1 Governance committee process	Week 2
2.2 Prioritization processes	Week 2
2.3 Change management process	Week 2
2.4 Project Dashboard (Red/Yellow/Green) reporting	Week 3
2.5 Project review process	Week 3
2.6 Other reports	Week 3
2.7 Governance Committee in place	Week 4
3.0 Methods and Standards	
3.1 Status reporting	Week 2
3.2 Standard project deliverables	Week 2
3.3 Project initiation processes	Week 3
3.4 Estimating processes	Week 3
3.5 Project plan templates	Week 3
3.6 Project milestone standards	Week 3
3.7 Scope management processes	Week 3
3.8 Change management processes	Week 3
3.9 Project acceptance process	Week 3
4.0 Resource Management	
4.1 Time recording system	Week 3
4.2 Resource forecasting system	Week 3
4.3 Resource management process	Week 4
5.0 Training and Mentoring	
5.1 Enterprise tools and processes	Week 4
5.2 Project level tools, templates, and processes	Week 4
5.3 Time capture and resource forecasting	Week 4
6.0 Rollout	
6.1 Enterprise tools and processes	Week 4
6.2 Project level tools, templates, and processes	Week 4

3.9 Monitoring and Evaluation Policy, Function and Procedure

3.9.1 Project Management Template

For the purpose of this FGP a Project Management Plan will not be created for a specific project but rather a template of the project management plan will include the following sections:

- **Executive Summary:** a short description of the contents of the plan
- **General and specific goals:** the purpose of the Project and what it intends to achieve.
- **Project Scope & Deliverables:** An outline of the project parameters and description of how the project will be broken down into actionable and measurable deliverables.
- **Project Schedule:** project tasks and milestones
- **Project Resources:** The financial, human resources, and other resources required to meet project goals.
- **Risk Management Plan:** A list of factors that could hamper the project and a response to mitigate or address those risks.
- **Procurement Plan:** A plan outlining procurement procedures ensuring accountability and transparency.
- **Communication Management Plan:** A plan outlining how stakeholder communication will be handled over the course of the projects.

3.9.2 Monitoring and Evaluation Policy

Any organization that implements a monitoring and evaluation framework is able to hold its staff accountable. Not only does it assist with developing programmatic strategies, and objectives but it also assists in determining whether those strategies are the most fitted ones to implement. The success of the BPD's PMO is highly dependent on implementing a proper M&E policy. Since the department is also guided by the government's national Plan – the Medium-Term Development Strategy, the M&E policy will enable the BPD to analyze their contribution and influence on achieving the said Medium-Term Development Strategy.

Given that the BPD relies heavily on donor funded projects a M&E policy will also build on the relationship with such stakeholders since all donor agencies rely on M&E and metrics to influence further support. It will also promote transparency and accountability in projects where their funding is being used. The key principles of M&E that will be applied are:

- **Stakeholder participation:** ensures that the needs and priorities of all stakeholders are considered throughout the process. By engaging stakeholders in the planning, implementation, and evaluation of programs and projects, M&E ensures that the programs and projects are designed to meet the needs of the beneficiaries and other relevant actors.
- **Relevance:** ensures that programs and projects are designed to meet the needs and priorities of the department and stakeholders. Identify specific objectives and outcomes that are relevant to the needs and priorities of beneficiaries and

stakeholders as well as develop clear indicators and targets for each objective and outcome, and track progress against these indicators and targets over time.

- **Efficiency:** ensure that M&E is conducted in a timely and cost-effective manner. For instance, the PMO will make use of technology by using data visualization software to streamline data collection, using dashboards and automated reporting tools.
- **Effectiveness:** ensures that M&E is designed to assess the effectiveness of programs and projects in achieving their objectives and outcomes. M&E should be designed to identify areas for improvement and make recommendations for future action, to improve program outcomes and ensure that resources are used effectively.
- **Sustainability:** to assess the sustainability of programs and projects over time, M&E should focus on identifying the factors that contribute to sustainability, such as the capacity of the BPD to implement the program or project, the availability of resources, and the support of stakeholders. It is also important to identify the potential risks and challenges that could threaten the sustainability of the program or project.
- **Ethical considerations:** M&E should be conducted in an ethical manner that upholds the dignity and rights of all individuals involved, including program participants, beneficiaries, staff, and stakeholders. Ethical considerations applicable to the BPD include ensuring informed consent by participants, confidentiality, and privacy of information and ensuring that evaluations are conducted in a manner that upholds the dignity and rights of all individuals involved.

- **Continuous improvement:** M&E should not be viewed as a one-time event or a static activity, but rather as an ongoing process that involves regular monitoring, reflection, and adjustment. This means that M&E activities should be designed to identify strengths and weaknesses of programs and projects and make recommendations for future action to improve performance and impact.

3.9.3 Monitoring and Evaluation Reporting Procedure

M&E is an essential process for assessing the value of a program, project, or policy. The BPD is charged with implementing policies, programs and projects that not only affect its internal operations but also impacts those it serves – the public. Knowing how well a policy, program or project is progressing is important to providing regular updates to the public as well as make decisions on areas in need of improvement or decisions on which programs or projects the department should forego. Having a M&E mechanism in place will allow the BPD to be transparent and accountable. The below template provides an outline as to the reporting mechanism that should be used by the BPD’s PMO.

Chart 9: M&E Report Types (Source: The Author)

Reporting document	Purpose/Function	Frequency	Responsible Authority
Inception Report	To ensure mutual understanding of the project manager’s plan of action and timeline for conducting the evaluation.	At the start of the project	Program Manager
Quarterly report	Provide report on performance to date,	Quarterly	Project Manager

Reporting document	Purpose/Function	Frequency	Responsible Authority
	recommendations for adjustment and highlight any risk		
Mid-term report	Provide report on performance to date, recommendations for adjustment, highlight risks and inform if the project is going according to time, schedule, and budget.	Mid-point of project implementation	Project Manager
Annual Report	Informs of the status of implementation of each program and project activity. Should include update on the achievement of indicators, challenges encountered, lessons learned and financial statement on budget expended thus far.	Yearly	Program and Project Managers
Final Report	To report on the program or project's overall impact, effectiveness, sustainability, and relevance. Should also include financial statements on how the funds were spent.	Upon completion of the project.	Program and Project Managers

3.10 Recruitment and Training Plan

The Ministry of Public Service is the government's authority responsible for the recruitment and training of civilian staff. However, the BPD is unique since it is responsible

for the recruitment and training of police officers. Since the Department has competent offices who can be trained or receive formal education in project management, it is recommended that the PMO be comprised of a mix of police officers who should be complemented by civilian staff.

3.10.1 Recruitment Plan

Recruitment Plan for civilian staff:

The below steps will be taken to hire the civilian staff that will complement the police officers in the proposed PMO.

- 1. Notification of Vacancy to fill Post:** The Ministry of the Public Service will issue a notice via its intranet system of the vacancies. The Belize Police Department via its parent Ministry, the Ministry of Home Affairs will also advertise the vacancies via print newspapers and social media platforms. The call to fill the vacant post will include the justification, list of duties, required academic qualification, experience and skills and reporting structure. Note, that the vacancies are open to application and can be filled by both public officers and non-public officers.
- 2. Shortlisting of applications:** once all applications to fill the vacancies are received, the Ministry of Public Service in collaboration with the BPD and the Ministry of Home Affairs will review the submissions and shortlist the applications based on criteria having been met. No in-depth review will be done at this point. Those who are shortlisted will be invited to an interview.

- 3. Interview:** The interview panel will comprise a representative of the Ministry of Public Service, BPD, Ministry of Home Affairs, Ministry of Finance, and a senior technical officer who is qualified and knowledgeable of project management from any other Ministry invited. Once the interviews are completed, the interview panel will tally their scores to determine successful candidates.
- 4. Selection of candidates:** Candidates who are successful will be informed via phone and email and those who were unsuccessful will also be informed via phone and email. If a candidate is from a government Ministry, the candidate will be transferred either on promotion or appointment. Being transferred on promotion means the candidate will be fully transferred to the BPD and receive all the benefits that come with the position being filled. If the candidate is being transferred on appointment, he/she will remain within his/her same paygrade and be subject to transferred at the discretion of the Ministry of Public Service. A candidate who is new to the government service will commence on a six-month trial basis.
- 5. Orientation of Candidates:** regardless of, if the candidate comes from the Public Service or not, all candidates will receive an orientation. The Administrative Officer who is responsible for personnel will provide administrative information on government working hours, their rights to vacation, sick leave, overtime hours and benefits. Since there currently is no PMO, the Director of the Development and compliance Unit will be charged

with informing of the technical aspects such as duties, reporting structure and procedures.

Recruitment plan for police officers:

1. **Call to fill vacancies:** The Commissioner of Police will issue a call to fill vacancies via its internal police blog. The call will be the same as that issued by the Ministry of Public Service.
2. **Shortlisting of candidates:** to ensure transparency, the BPD, Ministry of Home Affairs, Ministry of Public Service, Security Services Commission will review, and shortlist candidates based on having met criteria. Shortlisted candidates will be invited to attend an interview.
3. **Interview:** The interview panel will comprise a representative of the Ministry of Public Service, BPD, Ministry of Home Affairs, Security Services Commission, and a senior technical officer who is qualified and knowledgeable of project management from any other Ministry invited. Once the interviews are completed, the interview panel will tally their scores to determine successful candidates.
4. **Selection of candidates:** a successful police officer will be informed via his/her Commander by way of correspondence. The officer will be transferred to the PMO with his/her substantive rank and be allowed an allowance. The said officer will still be expected to perform extraneous duties if the need arises.

6. Orientation of Candidates: all candidates will receive an orientation.

Having been in the force, the officers would already have been provided with administrative information. However, since this is not an operational post the Administrative Officer who is responsible for personnel will inform of working hours, their rights to vacation, sick leave, overtime hours and benefits. Since there currently is no PMO, the Director of the Development and compliance Unit will be charged with informing of the technical aspects such as duties, reporting structure and procedures.

3.10.2 Training Plan

To ensure that the entire PMO can perform at the same optimal level it is important for the entire PMO team to receive training. The below list of training is recommended.

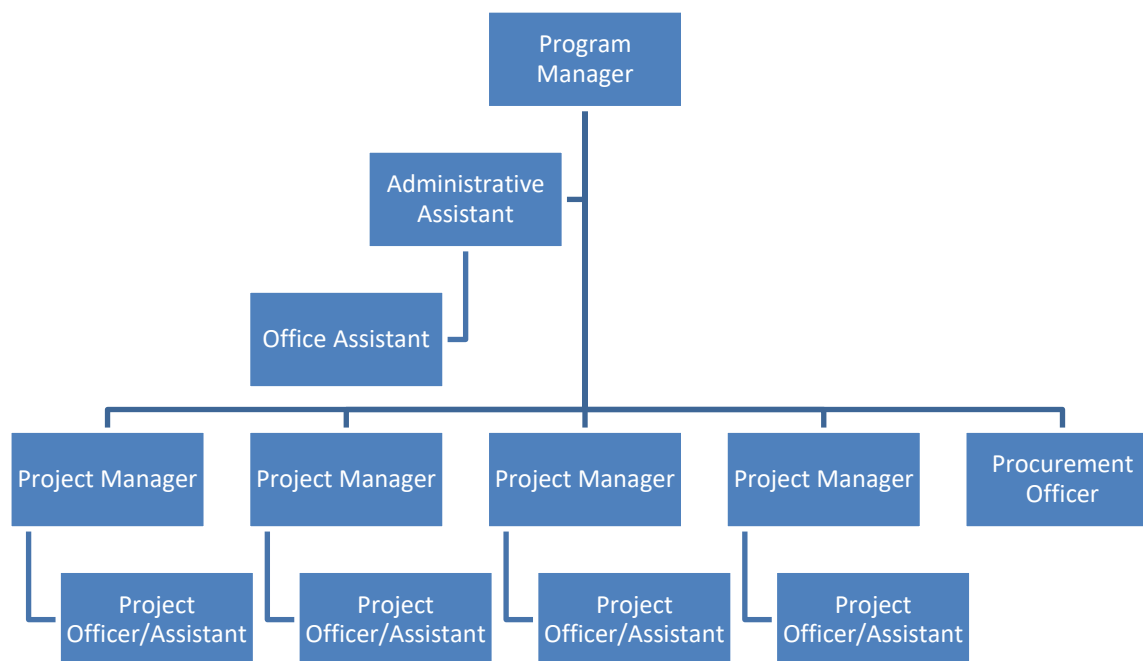
Chart 10: Training Plan (Source: The Author)

Training	Beneficiary
Foundations of Project Management	Project Managers, Project Officers/Assistants, Procurement Manager, Administrative Assistant, Office Assistant
Agile Projects	Project Managers, Project Officers/Assistants, Procurement Manager
Using Project Management Software and Tools	Program Manager, Project Managers, Project Officers/Assistants

Training	Beneficiary
Completing M&E Reports	Program Manager, Project Managers, Project Officers/Assistants, Procurement Officer
Procurement Practices	Project Managers, Project Officers/Assistants, Procurement Officer, Administrative Assistant, Office Assistant
Document Repository/Filing System	Project Officers/Assistants, Procurement Officer, Administrative Assistant, Office Assistant

3.10.3 Roles and Responsibilities of the PMO

The proposal is to staff the unit with one Program Manager, four project managers, four project officers/assistants, one procurement manager, one administrative assistant and one office assistant. As outlined in the recruitment plan, these positions can be filled either from within or outside of the Government of Belize's public service. The proposed structure of the PMO can be seen in the organogram below.

Figure 6: Proposed PMO Structure (Source: The Author)**Chart 11: PMO Roles and Responsibilities (Source: The Author)**

Role	Responsibilities
Program Manager	<ul style="list-style-type: none"> • Function as coordinator between multiple projects and ensures that they are aligned with overall organizational goals. Does not directly oversee individual projects. • Ensure compliance to policies and standards such as PM standards and procurement policies. • Preparation of program funding proposals for prospective projects or programs. • Evaluate programs to assess strengths, analyze risks and identify areas for improvement. • Develop a budget for programs. • Manage project teams. • Ensure compliance to M&E mechanism. • Develop and/or revise terms of reference, technical specifications, work plans, and other documents as needed.

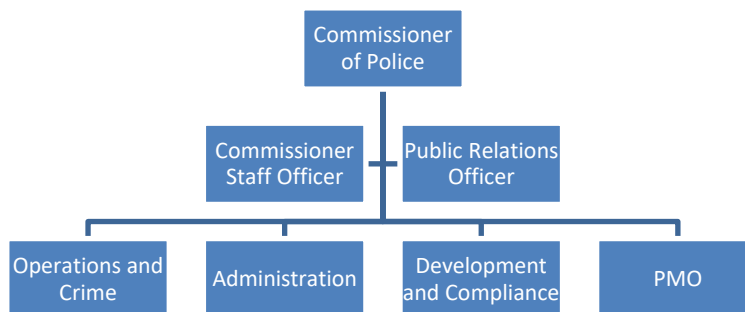
Role	Responsibilities
Project Manager	<ul style="list-style-type: none"> • Advise the Program Manager on any issues arising during the planning, and implementation of projects that may affect project implementation and provide recommendation for corrective actions. • Manage, Implement, Monitor and Report on projects assigned. Communicate with stakeholders. • Manage projects within time, scope, and budget. • Provide reports as per M&E mechanism. • Revise work plans and other documents as needed.
Procurement Manager	<ul style="list-style-type: none"> • Prepare and update the General Procurement Plan, and specific procurement plans for each project. • Prepare, coordinate, and participate, in the bidding, tender award process, calls for proposals, evaluations. • Find credible and competent suppliers and negotiate contracts with vendors and suppliers. • Preparation of contracts for supplies, grants, and works in accordance with the applicable procedures. • Ensure compliance to General procurement plan and donor agencies Procurement guidelines. • Maintain control and monitoring of the procurement plan. • Finalize purchase orders and delivery of products/service. •
Project Officer/Assistant	<ul style="list-style-type: none"> • Provides support to the Project Manager in: <ul style="list-style-type: none"> ○ managing, implementing, monitoring, and reporting on projects assigned. ○ Communicating with stakeholders. ○ Preparation of reports as needed. ○ Revising work plans as needed.
Administrative Assistant	<ul style="list-style-type: none"> • Provides support to the Program Manager and Project Team by:

Role	Responsibilities
	<ul style="list-style-type: none"> ○ Creating and maintaining a PMO documentation repository/filing system. ○ Ensuring the office has supplies as need (equipment and utensils) ○ Arrange meetings and record taking for the Program Manager where necessary.
Office Assistant	<ul style="list-style-type: none"> ● Provide support to the administrative assistant by: <ul style="list-style-type: none"> ○ Entering and maintaining information into the PMO documentation repository/filing system. ○ support with any clerical duties ○ support with errands associated with the office. ○ Delivery of mail where necessary.

3.11 Reconstruction of the BPD's organizational structure

In order for the PMO to serve at optimal capacity it must be strategically placed where it has access and can provide guidance to the Head of Department as well as provide support to the Units of the Department in implementing the Department's policies, initiatives and projects. Therefore, the proposal is for the PMO to fall immediately in line with Administration, Operations and Development and Compliance. The proposed organogram can be seen in the below figure.

Figure 7: BPD Proposed Organogram (Source: The Author)



4 CONCLUSIONS

The effectiveness of a project execution unit is crucial for the successful completion of projects as well as the success of an organization achieving its goals and objectives. The Belize Police Department functions in a high-demanding environment therefore it must be versatile in its approach not only in delivering a safe Belize, but also in delivering on achieving its strategies that are often supported by donor agencies and international partners. It was the intent of this FGP to develop a Project Management Office (PMO) implementation proposal within the Belize Police Department that will ensure the successful execution and accountability of the Government of Belize's resources and assets.

1. The first specific objective was to conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and its readiness for a PMO. A SWOT analysis was conducted which shows that although the BPD has senior personnel with vast information, high turnover of staff significantly impacts the quality of work that is produced. The SWOT also shows that the BPD has strong stakeholder engagement and support. However, since some of its projects are donor funded, they are often donor-driven due to the insufficient staff and limited resources. Nonetheless the SWOT shows that there is the opportunity to build capacity and knowledge thereby ensuring an alignment of government's policy to donor policy. The gap analysis supports the SWOT since it further proves that resource allocation is a significant setback which affects quality of work and stakeholder satisfaction. Inadequate office space for the Unit currently responsible for managing and

executing projects, and personnel who lack the necessary skills and expertise also hinders successful project management.

2. The second specific objective was to identify the characteristics and functions that the Department's PMO should have. The BPD is responsible for delivering citizen security and in doing so, has slowly been adopting private sector practices to improve quality and delivery. One of the main asks of citizens is for the BPD to be transparent and accountable. Therefore, the proposed PMO should be flexible, emphasize strong stakeholder relations and communication, and standardize processes. In doing so, the proposed PMO should develop project management methodologies, make optimal use of resources, and invest in training that will result in institutional improvement.
3. The third specific objective was to develop a PMO proposal based on the identified characteristics and functions to determine the Department's organizational needs. The proposed PMO would serve as GOB's PMO when it comes to citizen security initiatives, and the development of policies that are aligned to the Government's strategic plan specifically as it relates to citizen security. For the purpose of this FGP all three PMO types namely supportive, controlling and directive were analyzed, and it was concluded that the best fit would be the directive PMO since this allows for the centralization of processes and tools, managing the projects evolution, ensure data quality and providing support and expertise. This specific objective allowed this author to derive a PMO Structure most fitting to the BPD and provide a PMO implementation plan according to the PMI.

4. The fourth specific objective was to develop an institutionalized Monitoring and Evaluation policy, function, and procedure (i.e. procedural manual, template for monitoring, evaluating, and reporting). This FGP allowed this author to develop a project management plan template suitable to meet the needs of the BPD, a monitoring and evaluation policy which would ensure the PMO and BPD is guided by stakeholder participation, efficiency, effectiveness, sustainability, ethical considerations, and continuous improvement. This FGP also allowed this author to develop a monitoring and reporting procedure.
5. The fifth specific objective was to develop a plan for the recruitment and training of personnel for the Department's PMO. The BPD is unique in the sense that its personnel are comprised of both civilian and law enforcement. Therefore, staffing the PMO would allow the BPD to have a mix of law enforcement officers who should be complemented by civilian staff. The recruitment plan for civilian staff and police differs partially nonetheless, the process for recruitment would ensure transparency and the training plan would ensure that the PMO's staff is competent and skilled and that all PMO staff are equally able to execute their duties.
6. The sixth specific objective was to reconstruct the Department's organizational structure to include the proposed PMO. To reconstruct the BPD's organizational structure, literature review of existing documents which describe the current organizational structure, roles and functions had to be reviewed. This allowed the author to develop the proposed organizational structure which encompasses a PMO.

5 RECOMMENDATIONS

Having completed the objectives set out in this FGP, the following recommendations are being made to ensure the BPD is transparent, accountable and uses resources efficiently.

1. The Head of Department should invest in a maturity analysis for the Department. While the SWOT, Gap Analysis and Needs Assessment helped to identify some of the department's key weaknesses and challenges, the maturity analysis such as the OPM3 will allow the Department to align its organizational objectives and deliver within schedule, time, and budget, manage risks, and ensure that stakeholder satisfaction is met.
2. The Head of Department should request support from the Ministry of Finance for the approval of funds to conduct the maturity analysis. This maturity analysis will help the BPD to adopt a more data-driven culture, leading to improved decision-making, and increased service delivery.
3. The Head of Department should adopt the proposed PMO with the recommended characteristics and functions. Doing so will allow the department to have a clear vision of aligning the purpose of the PMO to the goals of the department thereby creating a common purpose making it easier to maintain engagement and commitment.
4. The BPD should implement a department-wide sensitization and awareness on the PMO to get feedback from its internal stakeholders such as the officers as well as

external stakeholders such as the donors and collaborators. Stakeholder feedback is important to the success of the PMO's implementation since it will help to avoid misconceptions of the PMO and promote a sense of inclusivity in decision-making processes.

5. The Head of Department should adopt the proposed PMO type of directive. Since the Directive PMO is "more effective for larger organizations that run various projects concurrently" (Reiling, J. 2021) it also calls for a project manager to be assigned to each project thereby creating consistency of reporting and resulting in a high degree of professionalism for the implementation of projects.
6. The Head of Department along with its senior personnel should look at success stories of other law enforcement agencies both nationally and internationally who have adopted PMOs. A case study will help to learn of the challenges, cost to implement as well as highlight the many positives such as the ability to deliver within time, scope, and budget while at the same time meeting stakeholder expectations.
7. Until such time that a PMO can formally be adopted within the BPD, the Development and Compliance Unit should adopt the monitoring and evaluation templates, policy, and reporting procedure. These will ensure accountability, transparency, continuity, efficient use of resources and risk management.
8. The Ministry of Public Service should support the BPD in embedding a PMO within its formal structure. The recruitment plan will ensure transparency in the recruitment process and the training plan will ensure personnel are competent.

9. The Ministry of Public Service should support the BPD in ensuring continuity and career development for personnel assigned to the PMO. Instead of assigning only police officers to the PMO, personnel should be assigned who will not be transferred but instead allowed to advance their knowledge and skills by taking continuous project management certification courses and training to better deliver and manage projects assigned.
10. The Head of Department should formally reconstruct its organogram to embed the PMO within its structure. Strategically placing the PMO where it can serve optimal capacity and provide guidance to both the Head of Department and the various units of the department is imperative to having an effective PMO.
11. The Head of Department should have fluid communication with the PMO in order to make adjustments or interventions where necessary to avoid project risks.

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

Project management is the “use of specific knowledge, skills, tools and techniques to deliver something of value to people” (PMBOK Guide Sixth Edition). While the focus and study on project management have increased over the years, it is something that has been practiced for thousands of years without even maybe realizing or documenting it. However, as time progressed and we adapt to changes we realize that project management is useful to help us plan, budget, allocate and manage resources and assume risks. It has become an everyday part of our life. As we embark on managing projects, we must also become environmentally conscious ensuring we do not deplete our resources for the sake of achieving a project outcome.

Sustainable and regenerative development have been growing in importance in recognition as critical approaches to address the environmental, social, and economic challenges that have been on the arise. In 2015, 193 Member States of the United Nations unanimously adopted the Sustainable Development Goals, which seeks to end poverty by 2030 and pursue a sustainable future. This unanimous decision to sustainability would lead to governments and countries to be more accountable, transparent, and responsive to stakeholders. However, sustainability is not enough. According to Dr. Edward Muller, regenerative development “goes beyond just another definition. It is the new way of looking forward.” It has to do with trying to get ecosystems back to the original state. Regenerative development poses us with the question of how we can align human activity with the evolution of ecosystems and how we can make better informed decision that is to the benefit of all and not to choose one system over another.

As it relates to project management, sustainability in organizational governance plays a significant role in determining a project's positive or negative impact on communities and citizenry. A positive organizational governance promotes regenerative ideas and practices. Projects should be developed with a sustainability and regenerative lens.

This FGP will show how the Belize Police Department can benefit from sustainable and regenerative development. As the country's entity responsible for citizen security, the department must promote positive measures both in its operational and administrative execution of duties. Incorporating such sustainable and regenerative development will help the department to better utilize resources and reuse resources where possible instead of considering them not fit for use. It will also increase the relationship with stakeholders, donors and the citizenry as well as improve the chances of obtaining future funding and support to develop projects.

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APPENDICES

Appendix 1: FGP Charter

CHARTER OF THE PROPOSED FINAL GRADUATION PROJECT (FGP)

1. Student name

Dawn Mitchell

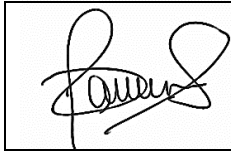
2. FGP name

Development of a Project Management Office for the Belize Police Department

3. Application Area (Sector or activity)

Security

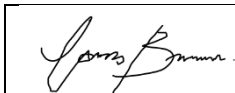
4. Student signature



5. Name of the Graduation Seminar facilitator

Professor Carlos Brenes Mena

6. Signature of the facilitator



7. Date of charter approval

October 17, 2023

8. Project start and finish date

August 29, 2023

NA

9. Research question

What elements must be present to design and develop a project management office for the Belize Police Department?

10. Research hypothesis

Is it possible to implement a project management office for the Belize Police Department which might allow for accountability?

11. General objective

To develop a Project Management Office (PMO) implementation proposal within the Belize Police Department that will ensure the successful execution and accountability of the Government of Belize's resources and assets.

12. Specific objectives

1. To conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and readiness for a PMO.
2. To identify the characteristics and functions that the Department's PMO should have in order to recommend the PMO's best suited characteristics and functions based on its adequacy.
3. To develop a PMO proposal based on the identified characteristics and functions in order to determine the Department's organizational needs.
4. To develop an institutionalized Monitoring and Evaluation policy, function, and procedure (i.e. procedural manual, template for monitoring, evaluating, and reporting) in order to improve processes, transparency and accountability.
5. To develop a plan for the recruitment and training of personnel for the Department's PMO in order to acquire knowledgeable and skilled staff to improve services and increase efficiency.
6. To reconstruct the Department's organizational structure in order to include the proposed PMO.

13. FGP purpose or justification

- a. Since the establishment of the Belize Public Service in the 1980s, functions were separated either by administrative or financial. However, with the change of time and expanding functions, the need for its Ministries and Departments to adjust and adequately utilize resources has become pertinent. The Government of Belize employs approximately 15,000 public officers of which the Belize Police Department accounts for the highest number of those public officers with 2,100 sworn police officers. Therefore, it is important for the Department to be able to properly manage both human and equipment resources.
- b. The Belize Police Department has a hierarchal chart that identifies the roles and responsibilities of its personnel but uses a programmatic approach to implement its mandate. In addition to its duty to protect and serve, the Department is also responsible for the implementation and adherence to bilateral agreements, conventions and donor funded initiatives. However, due to the lack of a PMO, the Department must rely on its parent Ministry to support the implementation and monitoring of projects and management of resources.
- c. The PMO for the Belize Police Department will serve as the GOB's PMO when it comes citizen security initiatives, and development policies that are aligned to the Government's Strategic Plan. The PMO will ensure that the country benefits from the numerous funding opportunities that are available from international partners and that they are able to then efficiently apply those contributions to acquire and manage resources.

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

1. FGP

1.1. FGP Profile

- 1.1.1. Introduction
- 1.1.2. Theoretical Framework
- 1.1.3. Methodological Framework
- 1.1.4. Preliminary bibliographical research
- 1.1.5. Annexes (FGP schedule, FGP WBS, FGP Charter)

1.2. FGP Development

- 1.2.1. Institutional and Capacity Needs
 - 1.2.1.1. Existing capacities, strengths and way forward
 - 1.2.1.2. Maturity analysis
 - 1.2.1.3. Institutional structures, leadership and management
 - 1.2.1.4. Human resources and professional development
 - 1.2.1.5. Communication, coordination and planning
- 1.2.2. Implementation Plan and Project Management Manual

- 1.2.2.1. Project identification
 - 1.2.2.2. Project appraisal
 - 1.2.2.3. Project preparation
 - 1.2.2.4. Project oversight and control
 - 1.2.3. Monitoring and Evaluation Functions and Procedures
 - 1.2.3.1. M&E policy and templates
 - 1.2.3.2. Procedural manuals
 - 1.2.4. Training manual
 - 1.2.4.1. Overview of the training strategy and plan
 - 1.2.4.2. Thematic area 1: personnel recruitment
 - 1.2.4.3. Thematic area 2: project management systems
 - 1.2.4.4. Thematic area 3: monitoring and evaluation functions
 - 1.2.5. Organizational structure
 - 1.2.5.1. Organizational chart
 - 1.2.5.2. Roles and functions
 - 1.2.6. Conclusions
 - 1.2.7. Recommendations
 - 1.2.8. Reference lists
 - 1.2.9. Annexes
 - 1.2.10. Tutor approval for reading
 - 1.3. Reader's review
 - 1.4. Board of examiners evaluation
15. FGP budget

Description	Quantity	Cost	Total
1. Travel			
1.1 Travel to other government offices	4	\$50.00	\$200.00
1.2 Food	4	\$25.00	\$100.00
		Total	\$300.00
2. Research			
2.1 Purchasing and printing materials	10	\$100.00	\$1,000.00
2.2 Interviews	4	\$50.00	\$200.00
		Total	\$1,200.00
Subtotal			\$1,500.00
Contingency		10%	\$150.00
TOTAL			\$1,650.00

16. FGP planning and development assumptions

1. The FGP has the support of the Commissioner of Police and the Minister of Home Affairs
2. The Human and Financial resources exist to complete the development of the FGP.
3. The FGP will meet the standards of the PMI without any major issues.
4. The FGP will be in line with the SDGs.
5. The FGP will be completed within the timeline dedicated.
6. Other agencies will provide support for FGP completion.
7. That the requirements for the completion of the Master's in Project Management remain since any changes will affect the time of obtaining the master's degree.
8. That the quality of services and guidance from the University is consistent

17. FGP constraints

1. The weekly time allocated for FGP deliverables is too short for interviews.
2. The team lacks the knowledge to provide materials needed for research.
3. The views and opinions of people within the organization may be critical and may experience pushback on new perspectives.
4. Permission is not granted to access the necessary information to complete the proposal.

18. FGP development risks

1. If the resources are not available, it might reduce the quality of the FGP.
2. If the proper guidance is not available or provided it might affect the quality of the FGP.
3. The changes in leadership of the institution might lead to the FGP importance or relevance not being seen.
4. Confidentiality in the government might result in the lack of information being provided therefore the data might not reflect accurately.

19. FGP main milestones

Deliverable	Finish estimated date
1.1 FGP profile	
1.1.1 FGP Charter	September 18, 2023
1.1.2 Introduction	October 9, 2023

1.1.3 Theoretical Framework	September 25, 2023
1.1.4 Methodological Framework	October 2, 2023
1.1.5 Annexes	September 18, 2023
1.1.6 Graduation Seminar approval	October 17, 2023
1.2 Tutor	
1.2.1 Tutor assignment and communication	October 24, 2023
1.2.2 Adjustment of previous chapters if needed	November 2, 2023
1.2.3 Chapter IV: Development results	January 16, 2024
1.2.4 Chapter V: Conclusions	January 23, 2024
1.2.5 Chapter IV: Recommendations	January 30, 2024
1.2.6 Tutor approval	January 30, 2023
1.3 Readers review	February 20, 2024
1.4 Adjustments	March 19, 2024
1.5 Board of examiners evaluation	March 26, 2024

20. Theoretical framework

20.1 Estate of the “matter”

The Belize Police Department is mandated to ensure citizen security. In keeping with this mandate, the Belize Police Department has continued to adopt a multi-faceted approach to address incidents of crime which includes targeting gangs and gang activities, domestic violence and child abuse, policing nightclubs and other liquor establishments, targeting drug and firearms trafficking and expanding on their community outreach programs.

The department is divided into units and subunits at the operational and administrative level. However, the department has been unable to properly execute projects and be accountable for resources.

The intent of this study is to look at the current systems in place and measure how impactful they are to the organization. Also, to better understand the types of PMO that will

then help to determine if there is a need for a PMO in the Belize Police Department, and if so, what type of PMO, the best suited position within the current organizational structure, and how it will contribute to the organizational performance of the Department.

20.2 Basic conceptual framework

Belize Police Department Project Management Project Management Office (PMO) Monitoring and Evaluation (M&E) Human Resource Plan Gap Analysis Sustainable Development Goals (SDGs)

21. Methodological framework

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
Conduct a maturity analysis in order to identify the organizational needs, strengths, gaps and its readiness for a PMO.	A Maturity Assessment report which will provide an assessment of the BPD Department to determine its maturity level.	Interviews with the Chief Executive Officer, Director of the Compliance and Development Unit, PMBOK Guide, Scholarly journals and dissertations, online research	Analytical: Review of literature, government documents data gathering Descriptive: Interviews Quantitative: use of questionnaire, tables and charts	Interviews, data gathering, data analysis, document analysis, stakeholder analysis, questionnaires	Information needed is not provided. Opposition to develop this Project by Head of Department
Identify the characteristics and functions that the Department's PMO should have	A report on the characteristics and functions that the BPD's PMO should have.	Interview with the Director of the Compliance and Development Unit, Government documents, online research, scholarly	Analytical: data gathering and data analysis Descriptive: Interviews	Meeting, interviews, Expert Judgement, focus group, PMBOK Guide	Unavailability of literature relevant to Belize.

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		journals and dissertations	Quantitative: Use of tables and charts		
Develop a PMO proposal based on the identified characteristics and functions to determine the Department's organizational needs.	A PMO proposal based on the identified characteristics and functions addressing the Department's organizational needs.	Interview with the Director of the Compliance and Development Unit, PMBOK Guide Seventh Edition, Government documents, online research, scholarly journals and dissertations	Analytical: Data analysis, review of government documents, regulations and PMBOK Guide Quantitative: Use of tables and charts	Meetings, interviews, expert judgment, data analysis, document analysis, SWOT analysis	Opposition to develop this Project by Head of Department
Develop an institutionalized Monitoring and Evaluation policy, function, and procedure (i.e. procedural manual, template for monitoring, evaluating, and reporting)	Monitoring and Evaluation Policy and Manual	Interviews with members of staff, meetings, Government documents such as Organizational policies and manuals, regulations, online research	Analytical: Research, Review of policies and regulations Descriptive: Interviews	Meetings, document analysis, historical information	The views and opinions of people within the organization may be critical and may experience pushback on new perspectives. Permission is not granted to access the necessary

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
					information to complete the proposal.
Develop a plan for the recruitment and training of personnel for the Department's PMO.	Recruitment plan, Training plan	Interviews with members of staff and other government staff, Government documents such as Organizational policies and manuals, regulations, online research, scholarly journals and dissertations	Analytical: Review literature, government policies and regulations Descriptive: Interviews	SWOT analysis, focus groups, document analysis	Opposition by the Head of Department The views and opinions of people within the organization may be critical and may experience pushback on new perspectives.
Reconstruct the Department's organizational structure to include the proposed PMO.	Organizational Chart inclusive of the PMO, Terms of Reference	Interviews and the organizational chart, PMBOK Guide, Government documents such as Organizational policies and manuals, regulations, online research, scholarly	Analytical: Data analysis Quantitative: use of tables and charts	Interview, organizational chart,	Opposition by the Head of Department The views and opinions of people within the organization may be critical and may experience pushback on

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
		journals and dissertations			new perspectives. Unavailability of financial and human resources

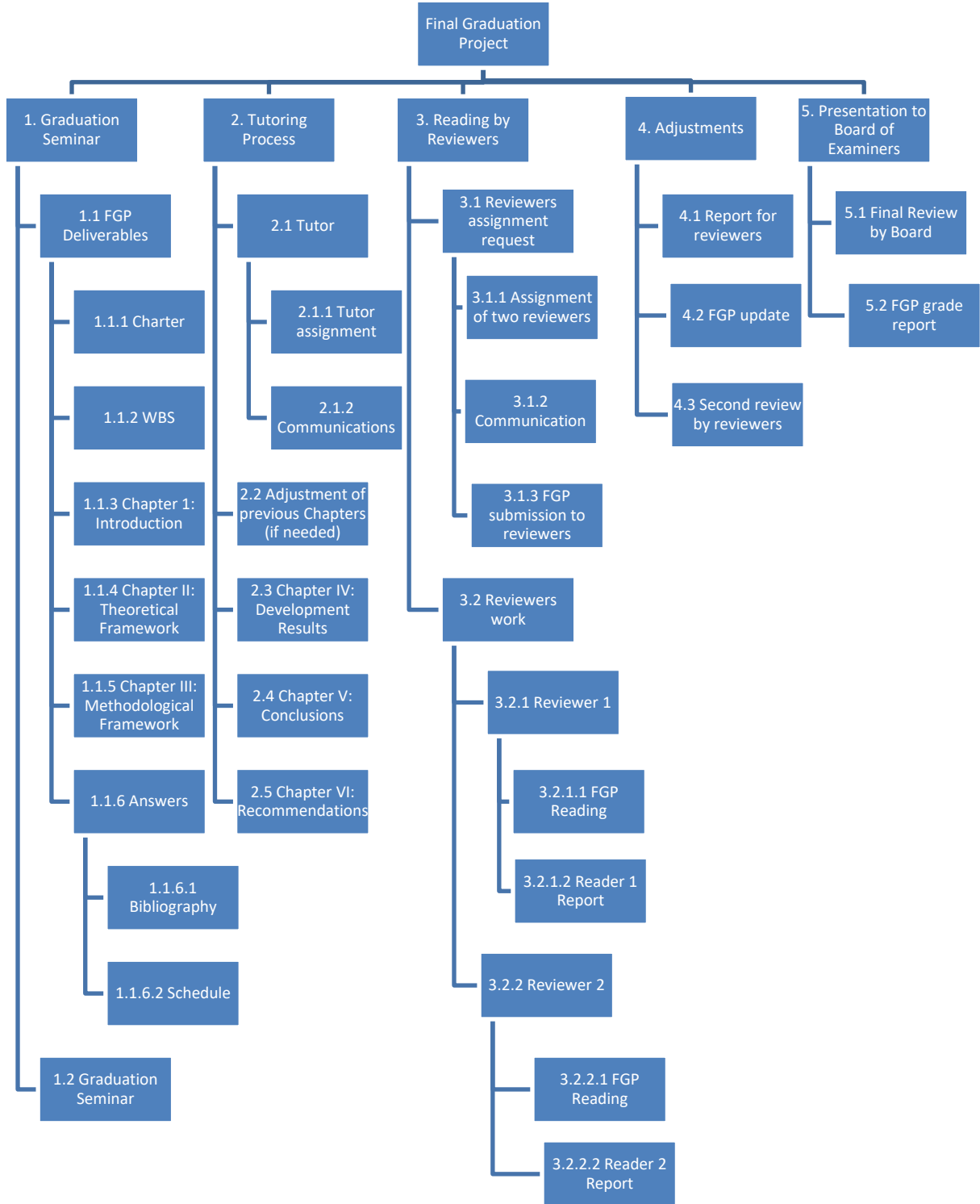
22. Validation of the work in the field of regenerative and sustainable development.

This FGP will show how the Belize Police Department can benefit from sustainable and regenerative development. As the country's entity responsible for citizen security, the department must promote positive measures both in its operational and administrative execution of duties. It must be cognizant of the global requirements and the contributions that must be made when planning and executing projects.

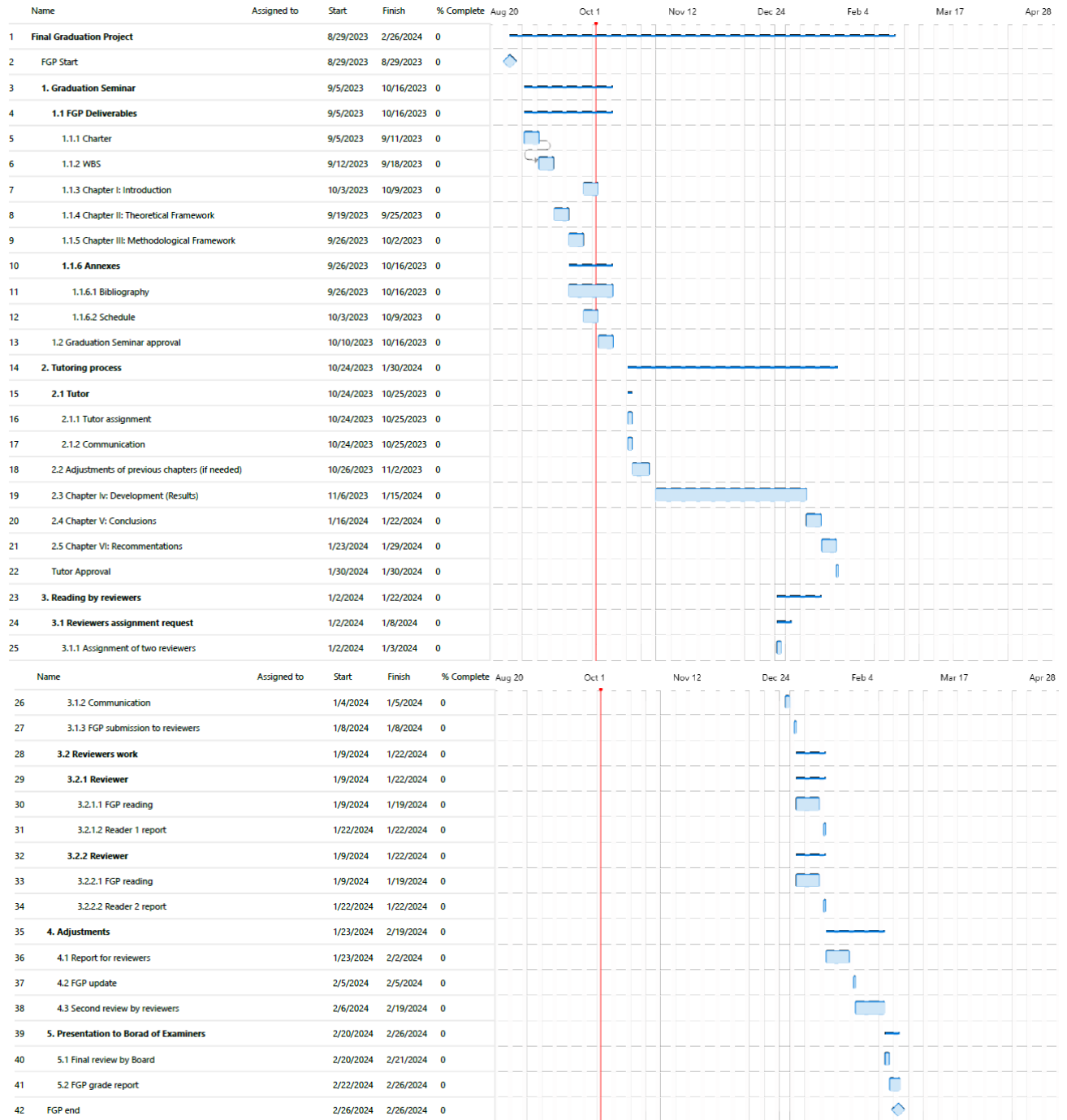
The PMO will serve as the Department's guide in delivering sustainable and regenerative projects contributing to the Sustainable Development Goals mainly in relation to Gender Equality, Renewable Energy, Peace and Justice and Partnerships for the Goals. The SDGs are targets for global development set to be achieved by 2030. While there is a SDG Tracker that can help countries determine their status towards the

goals, charts and graphs from data collected from surveys and interviews with participants will help to indicate the impact of the projects.

Appendix 2: FGP WBS



Appendix 3: FGP Schedule



Appendix 4: Preliminary bibliographical research

Augustine N. S. (2022). *Development of a Project Management Office (PMO) for the Belize Trade and Investment Development Service*. Final Graduation Project, UCI.
Reason for selecting: The organization is located in Belize and will provide guidance on general structure as to what can be applied to this project since they are both located in the same country.

Business Insights Blog (Oct. 2022). *What Is Business Strategy & Why Is It Important?* Harvard Business School Online. Accessed: September 22, 2023.
Website: <https://online.hbs.edu/blog/post/what-is-business-strategy#:~:text=What's%20a%20Business%20Strategy%3F,services%20are%20produced%20or%20delivered>.
Reason for selecting: provides information on the importance of business strategies.

Compliance and Development Unit (2019). *The Way Forward: 2019 – 2020 Crime Fighting Strategy*, Belize Police Department
Reason for selecting: guides the overall process flow and management of the Police Department actions.

Compliance and Development Unit (2020). *Belize Police Department Strategic Plan 2020 – 2025*, Belize Police Department
Reason for selecting: guides the management of the Police Department actions and allows the department to make forecasts.

Dwivedi, Et. Al (2018). *Information Sources*. The African Digital Health Library.
Retrieved September 29, 2023 from
<https://library.adhl.africa/bitstream/handle/123456789/2145/module1.pdf?sequence=5&isAllowed=y>
Reason for selecting: provides information on types of information sources.

Ewen, A. (2018). *Developing Effecting Data Collection Tools*. Boston Medical Center.
Retrieved on September 30, 2023 from

<https://www.bumc.bu.edu/crrro/files/2018/12/Dec-RPN-Developing-Effective-Data-Collection-Tools.pdf>

Reason for selecting: Provides information on data gathering tools.

Gordon M. Y. (2020). *Establishing a Project Management Office (PMO) at the Caribbean Community Climate Change Centre (5Cs) based in Belize for the CARICOM Member States*. Final Graduation Project, UCI.

Reason for selecting: This will help to guide similar experiences since the project entails establishing a PMO in the same country.

Government of Belize (2022). *Plan Belize Medium Term Development Strategy 2022 – 2026*, Government of Belize

Reason for selecting: Policy document that guides all Government Ministries and Departments in terms of development, needs to carry out functions and monitoring and evaluating actions.

Human Rights Initiative (2023). *Belize Police Act 2020: Chapter 138*. Human Rights Initiative.Org

Website:

https://www.humanrightsinitiative.org/programs/aj/police/legislation/belize/police_act.pdf

Reason for Selecting: provides the legal mandate and functions of the Belize Police Department

Indeed Editorial Team (February 2023). *3 Main Project Management Office (PMO) Types (With Tips)*. Indeed.com

Website: <https://www.indeed.com/career-advice/career-development/project-management-office-types>

Reason for selecting: provides information of types of project management offices.

Indeed Editorial Team (July 2020). *Types of Research Methods (with best practices and examples)*. Indeed.com Retrieved on September 30, 2023, from

<https://www.indeed.com/career-advice/career-development/types-of-research-methods>

Reason for selecting: provides information on research method types.

Leadership Intervention Unit (2022). *Crime Prevention Strategy: A Humanistic Approach 2022 – 2025*, Leadership Intervention Unit.

Reason for selecting: This document guides one of the main initiatives being implemented by the Police Department

Ministry of Education (2020). *Overview of Information Sources*. National Institute of Open Schooling, Government of India. Retrieved on September 29, 2023, from <https://nios.ac.in/media/documents/SrSecLibrary/LCh-005.pdf>

Reason for selecting: provides information of information sources.

Ministry of Home Affairs (2018). *National Security and Defence Strategy 2018 – 2021*, Government of Belize.

Reason for selecting: This Strategy guides all security policies and initiatives in Belize.

Project Management Institute. (2021). *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) - Seventh Edition*, Project Management Institute, Inc., 2021.

Reason for selecting: The PMBOK Guide will help to develop the knowledge areas.

Project Management Institute (2017). *Agile Practice Guide*. Project Management Institute.

Reason for selecting: will help to apply an agile methodology to the proposed project management office for the Belize Police Department.

Rangaiah M. (2021). *Different Types of Research Methods*. Analytic Steps.com retrieved on September 29, 2023 from <https://www.analyticsteps.com/blogs/different-types-research-methods>

Reason for selecting: provides information and guidance on research methods that can be applied to the project.

Reiling, J. (2021). *The Three Different Types of Project Management Offices*. Website: <https://www.projectsmart.co.uk/project-management-office/3->

Reason for selecting: will help to give insight into the types of project management offices and guide in applying the best fit for the Police Department

Schwaber K. & Sutherland J. (2020) *The Definitive Guide to Scrum: The Rules of the Game*.
The Scrum Guide

Reason for selecting: provides information on other types of project management theories.

Statistical Institute of Belize. (2022) *Belize Postcensal National Population Estimates, 2010 to 2020*. Retrieved on October 8, 2023, from <https://sib.org.bz/statistics/population/>

Appendix 5: Sample OPM3 Questionnaire

The OPM3 is comprised of over 500 questions that can be used to assess an organization's maturity. For the purpose of this FGP a total of 150 questions were selected to help assess the BPD's maturity and fit for a PMO.

Best Practice ID	SAM Question	Project - Knowledge Area PMBOK	Project - Process Group	SMCI Stage
1005	Does your organization Standardize the "Develop Project Charter" process?	04 Integration Management	1 - Initialize	Standardize
1020	Does your organization Standardize the "Develop Project Management Plan" process?	04 Integration Management	2 - Planning	Standardize
1040	Does your organization Standardize the "Define Scope" process?	05 Scope Management	2 - Planning	Standardize
1050	Does your organization Standardize the "Define Activities" process?	06 Time Management	2 - Planning	Standardize
1060	Does your organization Standardize the "Sequence Activities" process?	06 Time Management	2 - Planning	Standardize
1065	Does your organization Improve the "Monitor and Control Project Work" process?	04 Integration Management	4 - Monitoring and Control	Improve
1070	Does your organization Standardize the "Estimate Activity Durations" process?	06 Time Management	2 - Planning	Standardize
1075	Does your organization Standardize the "Create WBS" process?	05 Scope Management	2 - Planning	Standardize
1080	Does your organization Standardize the "Develop Schedule" process?	06 Time Management	2 - Planning	Standardize
1090	Does your organization Standardize the "Plan Human Resource Management" process?	09 Human Resources Management	2 - Planning	Standardize
1100	Does your organization Standardize the "Estimate Costs" process?	07 Cost Management	2 - Planning	Standardize
1110	Does your organization Standardize the "Determine Budget" process?	07 Cost Management	2 - Planning	Standardize
1115	Does your organization Standardize the "Estimate Activity Resources" process?	06 Time Management	2 - Planning	Standardize
1120	Does your organization Standardize the "Plan Risk Management" process?	11 Risk Management	2 - Planning	Standardize
1130	Does your organization Standardize the "Plan Quality Management" process?	08 Quality Management	2 - Planning	Standardize
1135	Does your organization Control the "Estimate Activity Resources" process?	06 Time Management	2 - Planning	Control
1145	Does your organization Improve the "Estimate Activity Resources" process?	06 Time Management	2 - Planning	Improve

1150	Does your organization Standardize the “Acquire Project Team” process?	09 Human Resources Management	3 - Execution	Standardize
1155	Does your organization Standardize the “Manage Project Team” process?	09 Human Resources Management	3 - Execution	Standardize
1160	Does your organization Standardize the “Plan Communications Management” process?	10 Communications Management	2 - Planning	Standardize
1170	Does your organization Standardize the “Identify Risks” process?	11 Risk Management	2 - Planning	Standardize
1180	Does your organization Standardize the “Perform Qualitative Risk Analysis” process?	11 Risk Management	2 - Planning	Standardize
1185	Does your organization Improve the “Manage Project Team” process?	09 Human Resources Management	3 - Execution	Improve
1190	Does your organization Standardize the “Perform Quantitative Risk Analysis” process?	11 Risk Management	2 - Planning	Standardize
1195	Does your organization Standardize the “Identify Stakeholders” process?	13 Management of Stakeholders	1 - Initialize	Standardize
1200	Does your organization Standardize the “Plan Risk Responses” process?	11 Risk Management	2 - Planning	Standardize
1210	Does your organization Standardize the “Plan Procurement Management” process?	12 Procurement Management	2 - Planning	Standardize
1250	Does your organization Standardize the “Develop Project Team” process?	09 Human Resources Management	3 - Execution	Standardize
1260	Does your organization Standardize the “Manage Communications” process?	10 Communications Management	3 - Execution	Standardize
1270	Does your organization Standardize the “Conduct Procurements” process?	12 Procurement Management	3 - Execution	Standardize
1290	Does your organization Standardize the “Control Procurements” process?	12 Procurement Management	4 - Monitoring and Control	Standardize
1300	Does your organization Standardize the “Control Communications” process?	10 Communications Management	4 - Monitoring and Control	Standardize
1310	Does your organization Standardize the “Perform Integrated Change Control” process?	04 Integration Management	4 - Monitoring and Control	Standardize
1320	Does your organization Standardize the “Validate Scope” process?	05 Scope Management	4 - Monitoring and Control	Standardize
1330	Does your organization Standardize the “Control Scope” process?	05 Scope Management	4 - Monitoring and Control	Standardize
1340	Does your organization Standardize the “Control Schedule” process?	06 Time Management	4 - Monitoring and Control	Standardize
1350	Does your organization Standardize the “Control Costs” process?	07 Cost Management	4 - Monitoring and Control	Standardize

1360	Does your organization Standardize the “Control Quality” process?	08 Quality Management	4 - Monitoring and Control	Standardize
1370	Does your organization Standardize the “Control Risks” process?	11 Risk Management	4 - Monitoring and Control	Standardize
1390	Does your organization Standardize the “Close Project or Phase” process?	04 Integration Management	5 - Close	Standardize
1860	Does your organization Measure the “Identify Risks” process?	11 Risk Management	2 - Planning	Measure
1870	Does your organization Measure the “Perform Qualitative Risk Analysis” process?	11 Risk Management	2 - Planning	Measure
1880	Does your organization Measure the “Perform Quantitative Risk Analysis” process?	11 Risk Management	2 - Planning	Measure
1890	Does your organization Measure the “Plan Risk Responses” process?	11 Risk Management	2 - Planning	Measure
1900	Does your organization Measure the “Plan Procurement Management” process?	12 Procurement Management	2 - Planning	Measure
1920	Does your organization Measure the “Direct and Manage Project Work” process?	04 Integration Management	3 - Execution	Measure
1930	Does your organization Measure the “Perform Quality Assurance” process?	08 Quality Management	3 - Execution	Measure
1940	Does your organization Measure the “Develop Project Team” process?	09 Human Resources Management	3 - Execution	Measure
1950	Does your organization Measure the “Manage Communications” process?	10 Communications Management	3 - Execution	Measure
1960	Does your organization Measure the “Conduct Procurements” process?	12 Procurement Management	3 - Execution	Measure
1980	Does your organization Measure the “Control Procurements” process?	12 Procurement Management	4 - Monitoring and Control	Measure
1990	Does your organization Measure the “Control Communications” process?	10 Communications Management	4 - Monitoring and Control	Measure
2000	Does your organization Measure the “Perform Integrated Change Control” process?	04 Integration Management	4 - Monitoring and Control	Measure
2005	Does your organization Measure the “Identify Stakeholders” process?	13 Management of Stakeholders	1 - Initialize	Measure
2010	Does your organization Measure the “Validate Scope” process?	05 Scope Management	4 - Monitoring and Control	Measure
2015	Does your organization Control the “Identify Stakeholders” process?	13 Management of Stakeholders	1 - Initialize	Control
2020	Does your organization Measure the “Control Scope” process?	05 Scope Management	4 - Monitoring and Control	Measure

2025	Does your organization Improve the “Identify Stakeholders” process?	13 Management of Stakeholders	1 - Initialize	Improve
2030	Does your organization Measure the “Control Schedule” process?	06 Time Management	4 - Monitoring and Control	Measure
2035	Does your organization Standardize the “Manage Stakeholder Engagement” process?	13 Management of Stakeholders	3 - Execution	Standardize
2040	Does your organization Measure the “Control Costs” process?	07 Cost Management	4 - Monitoring and Control	Measure
2045	Does your organization Measure the “Manage Stakeholder Engagement” process?	13 Management of Stakeholders	3 - Execution	Measure
2050	Does your organization Measure the “Control Quality” process?	08 Quality Management	4 - Monitoring and Control	Measure
2055	Does your organization Control the “Manage Stakeholder Engagement” process?	13 Management of Stakeholders	3 - Execution	Control
2060	Does your organization Measure the “Control Risks” process?	11 Risk Management	4 - Monitoring and Control	Measure
2065	Does your organization Improve the “Manage Stakeholder Engagement” process?	13 Management of Stakeholders	3 - Execution	Improve
2070	Does your organization Measure the “Close Procurements” process?	12 Procurement Management	5 - Close	Measure
2080	Does your organization Measure the “Close Project or Phase” process?	04 Integration Management	5 - Close	Measure
2240	Does your organization Control the “Develop Project Charter” process?	04 Integration Management	1 - Initialize	Control
2250	Does your organization Control the “Develop Project Management Plan” process?	04 Integration Management	2 - Planning	Control
2260	Does your organization Control the “Collect Requirements” process?	05 Scope Management	2 - Planning	Control
2270	Does your organization Control the “Define Scope” process?	05 Scope Management	2 - Planning	Control
2280	Does your organization Control the “Define Activities” process?	06 Time Management	2 - Planning	Control
2290	Does your organization Control the “Sequence Activities” process?	06 Time Management	2 - Planning	Control
2300	Does your organization Control the “Estimate Activity Durations” process?	06 Time Management	2 - Planning	Control
2310	Does your organization Control the “Develop Schedule” process?	06 Time Management	2 - Planning	Control
2320	Does your organization Control the “Plan Human Resource Management” process?	09 Human Resources Management	2 - Planning	Control

2330	Does your organization Control the “Estimate Costs” process?	07 Cost Management	2 - Planning	Control
2340	Does your organization Control the “Determine Budget” process?	07 Cost Management	2 - Planning	Control
2350	Does your organization Control the “Plan Risk Management” process?	11 Risk Management	2 - Planning	Control
2360	Does your organization Control the “Plan Quality Management” process?	08 Quality Management	2 - Planning	Control
2380	Does your organization Control the “Acquire Project Team” process?	09 Human Resources Management	3 - Execution	Control
2390	Does your organization Control the “Plan Communications Management” process?	10 Communications Management	2 - Planning	Control
2400	Does your organization Control the “Identify Risks” process?	11 Risk Management	2 - Planning	Control
2410	Does your organization Control the “Perform Qualitative Risk Analysis” process?	11 Risk Management	2 - Planning	Control
2420	Does your organization Control the “Perform Quantitative Risk Analysis” process?	11 Risk Management	2 - Planning	Control
2430	Does your organization Control the “Plan Risk Responses” process?	11 Risk Management	2 - Planning	Control
2440	Does your organization Control the “Plan Procurement Management” process?	12 Procurement Management	2 - Planning	Control
2460	Does your organization Control the “Direct and Manage Project Work” process?	04 Integration Management	3 - Execution	Control
2470	Does your organization Control the “Perform Quality Assurance” process?	08 Quality Management	3 - Execution	Control
2480	Does your organization Control the “Develop Project Team” process?	09 Human Resources Management	3 - Execution	Control
2490	Does your organization Control the “Manage Communications” process?	10 Communications Management	3 - Execution	Control
2500	Does your organization Control the “Conduct Procurements” process?	12 Procurement Management	3 - Execution	Control
2520	Does your organization Control the “Control Procurements” process?	12 Procurement Management	4 - Monitoring and Control	Control
2530	Does your organization Control the “Control Communications” process?	10 Communications Management	4 - Monitoring and Control	Control
2540	Does your organization Control the “Perform Integrated Change Control” process?	04 Integration Management	4 - Monitoring and Control	Control
2550	Does your organization Control the “Validate Scope” process?	05 Scope Management	4 - Monitoring and Control	Control

2560	Does your organization Control the “Control Scope” process?	05 Scope Management	4 - Monitoring and Control	Control
2570	Does your organization Control the “Control Schedule” process?	06 Time Management	4 - Monitoring and Control	Control
2580	Does your organization Control the “Control Costs” process?	07 Cost Management	4 - Monitoring and Control	Control
2590	Does your organization Control the “Control Quality” process?	08 Quality Management	4 - Monitoring and Control	Control
2600	Does your organization Control the “Control Risks” process?	11 Risk Management	4 - Monitoring and Control	Control
2610	Does your organization Control the “Close Procurements” process?	12 Procurement Management	5 - Close	Control
2620	Does your organization Control the “Close Project or Phase” process?	04 Integration Management	5 - Close	Control
2630	Does your organization Improve the “Develop Project Charter” process?	04 Integration Management	1 - Initialize	Improve
2640	Does your organization Improve the “Develop Project Management Plan” process?	04 Integration Management	2 - Planning	Improve
2650	Does your organization Improve the “Collect Requirements” process?	05 Scope Management	2 - Planning	Improve
2660	Does your organization Improve the “Define Scope” process?	05 Scope Management	2 - Planning	Improve
2670	Does your organization Improve the “Define Activities” process?	06 Time Management	2 - Planning	Improve
2680	Does your organization Improve the “Sequence Activities” process?	06 Time Management	2 - Planning	Improve
2690	Does your organization Improve the “Estimate Activity Durations” process?	06 Time Management	2 - Planning	Improve
2700	Does your organization Improve the “Develop Schedule” process?	06 Time Management	2 - Planning	Improve
2710	Does your organization Improve the “Plan Human Resource Management” process?	09 Human Resources Management	2 - Planning	Improve
2720	Does your organization Improve the “Estimate Costs” process?	07 Cost Management	2 - Planning	Improve
2730	Does your organization Improve the “Determine Budget” process?	07 Cost Management	2 - Planning	Improve
2740	Does your organization Improve the “Plan Risk Management” process?	11 Risk Management	2 - Planning	Improve
2750	Does your organization Improve the “Plan Quality Management” process?	08 Quality Management	2 - Planning	Improve
2770	Does your organization Improve the “Acquire Project Team” process?	09 Human Resources Management	3 - Execution	Improve

2780	Does your organization Improve the “Plan Communications Management” process?	10 Communications Management	2 - Planning	Improve
2790	Does your organization Improve the “Identify Risks” process?	11 Risk Management	2 - Planning	Improve
2800	Does your organization Improve the “Perform Qualitative Risk Analysis” process?	11 Risk Management	2 - Planning	Improve
2810	Does your organization Improve the “Perform Quantitative Risk Analysis” process?	11 Risk Management	2 - Planning	Improve
2820	Does your organization Improve the “Plan Risk Responses” process?	11 Risk Management	2 - Planning	Improve
2830	Does your organization Improve the “Plan Procurement Management” process?	12 Procurement Management	2 - Planning	Improve
2850	Does your organization Improve the “Direct and Manage Project Work” process?	04 Integration Management	3 - Execution	Improve
2860	Does your organization Improve the “Perform Quality Assurance” process?	08 Quality Management	3 - Execution	Improve
2870	Does your organization Improve the “Develop Project Team” process?	09 Human Resources Management	3 - Execution	Improve
2880	Does your organization Improve the “Manage Communications” process?	10 Communications Management	3 - Execution	Improve
2890	Does your organization Improve the “Conduct Procurements” process?	12 Procurement Management	3 - Execution	Improve
2910	Does your organization Improve the “Control Procurements” process?	12 Procurement Management	4 - Monitoring and Control	Improve
2920	Does your organization Improve the “Control Communications” process?	10 Communications Management	4 - Monitoring and Control	Improve
2930	Does your organization Improve the “Perform Integrated Change Control” process?	04 Integration Management	4 - Monitoring and Control	Improve
2940	Does your organization Improve the “Validate Scope” process?	05 Scope Management	4 - Monitoring and Control	Improve
2950	Does your organization Improve the “Control Scope” process?	05 Scope Management	4 - Monitoring and Control	Improve
2960	Does your organization Improve the “Control Schedule” process?	06 Time Management	4 - Monitoring and Control	Improve
2970	Does your organization Improve the “Control Costs” process?	07 Cost Management	4 - Monitoring and Control	Improve
2980	Does your organization Improve the “Control Quality” process?	08 Quality Management	4 - Monitoring and Control	Improve
2990	Does your organization Improve the “Control Risks” process?	11 Risk Management	4 - Monitoring and Control	Improve

3000	Does your organization Improve the “Close Procurements” process?	12 Procurement Management	5 - Close	Improve
3010	Does your organization Improve the “Close Project or Phase” process?	04 Integration Management	5 - Close	Improve
7500	Does your organization Standardize the “Plan Scope Management” process?	05 Scope Management	2 - Planning	Standardize
7510	Does your organization Standardize the “Plan Schedule Management” process?	06 Time Management	2 - Planning	Standardize
7520	Does your organization Standardize the “Plan Cost Management” process?	07 Cost Management	2 - Planning	Standardize
7530	Does your organization Standardize the “Plan Stakeholder Management” process?	13 Management of Stakeholders	2 - Planning	Standardize
7540	Does your organization Standardize the “Control Stakeholder Engagement” process?	13 Management of Stakeholders	4 - Monitoring and Control	Standardize
7600	Does your organization Control the “Plan Scope Management” process?	05 Scope Management	2 - Planning	Control
7610	Does your organization Control the “Plan Schedule Management” process?	06 Time Management	2 - Planning	Control
7620	Does your organization Control the “Plan Cost Management” process?	07 Cost Management	2 - Planning	Control
7630	Does your organization Control the “Plan Stakeholder Management” process?	13 Management of Stakeholders	2 - Planning	Control
7640	Does your organization Control the “Control Stakeholder Engagement” process?	13 Management of Stakeholders	4 - Monitoring and Control	Control

Appendix 6: Sample Stakeholder Register

Project Title:							
Project Manager:							
Project Phase:							
Date Prepared							
NAME	POSITION/ ROLE	CONTACT	CATEGORY (Internal/External)	Interest	Influence	Expectations	Communication requirements (Phone, Email etc.)

Appendix 7: Project Management Template

Project Title:		
Project Manager:		
Date Approved:		
Executive Summary:		
General Objective:		
Specific Objectives:		
Project Scope:		
Deliverables:		
Schedule		
Resources:		
Name	Quantity	Cost
Risks:		
Procurement Plan		
Communication Management Plan		

Appendix 8: Philologist Revision Letter

January 19, 2023

Xavier Salas Ceciliano
Academic Advisor
Universidad para la Cooperacion Internacional (UCI)

Dear Mr. Salas Ceciliano,

Re: Thorough review and proofreading of Final Graduation Project submitted by Ms. Dawn E. Mitchell in partial fulfilment of the requirements for the Masters in Project Management (MPM) Degree

I hereby confirm that I have reviewed and proofread Dawn E. Mitchell's Final Graduation Project entitled "Development of a Project Management Office (PMO) for the Belize Police Department".

Ms. Mitchell's paper was excellently written in English and with proper grammar. Where there was need for corrections, she has made all such corrections as I have advised. In my opinion the document now meets the literary and linguistic standards expected of a student for a degree at the Master's level.

Should you have any queries regarding my evaluation, I can be contacted via the information below.

Regards,



Amon Mendez
Bachelor of Arts in English
+501 633 2905
generalservicesbz@gmail.com