

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

PROPOSAL FOR SETTING UP A PROJECT MANAGEMENT OFFICE (PMO) FOR THE  
DEMOCRACY TRANSPARENCY JUSTICE FOUNDATION (DTJ FOUNDATION) IN EL SALVADOR

KARLA SOFÍA FLORES CRUZ

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Master in Project Management (MPM) Degree

Rubén Álzate

Full name must be written  
TUTOR

Mónica Gutiérrez

Full name must be written  
REVIEWER No.1

Sara Fonseca

Full name must be written  
REVIEWER No.2

Karla Sofía Flores Cruz

Student full name  
STUDENT

## DEDICATION

With profound joy and gratitude, I dedicate this FGP to:

My Lord, my strength and faithful Father;

My always-caring Virgin Mary;

Guillermo, my beloved husband, best friend and motivation because you always believed in me, supported me and cheered me up when I need you the most;

My supportive parents, my mother in law and my nanny because without your prayers this would not have been possible;

My sister Carolina, who despite the distance between us, I felt your encouragement and support; and

My future children for being my inspiration and the reason to persevere till the end.

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## ABBREVIATIONS AND ACRONYMS

CALI	Central American Leadership Initiative
CI	Continuous Improvement
CMMI	Capability Maturity Model Integration
DTJ	Democracy Transparency Justice (Foundation)
FGP	Final Graduation Project
IT	Information Technology
LSS	Lean Six Sigma
NGO	Non-governmental Organization
OGC	Office of Government Commerce
OPM3	Organizational Project Management Maturity Model
P3M3	Portfolio, Program & Project Management Maturity Model
PM	Project Management
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
TQM	Total Quality Movement
UK	United Kingdom
USAID	United States Agency for International Development
WBS	Work Breakdown Structure

## **EXECUTIVE SUMMARY (ABSTRACT)**

El Salvador is a country of light and darkness. The Democracy Transparency Justice Foundation (DTJ Foundation) tries to shed light on opportunities and unveil the negative aspects that need addressing. The DTJ Foundation is a Salvadoran non-profit organization, in which people with different perspectives participate, coinciding in the values of democracy, transparency and justice. It was founded in 2011 as a joint effort between the Salvadoran members of the Central American Leadership Initiative (CALI) to promote a better society in El Salvador. Due to the different backgrounds, professions and political views of its founding members, they considered that DTJ could serve as a platform to dialogue in a respectful manner but at the same time, in very open and passionate discussions in order to promote good public policies. Its founders saw the need to work with different approaches and be creative in the way DTJ Foundation interacts with youth and vulnerable groups through workshops to make them more knowledgeable, alert and attentive to what was going on in the political agenda. In order to achieve this goal, alliances were established with universities, community leaders, and political activists throughout the country. Most of these activities and initiatives have been developed through different projects with external funding.

DTJ Foundation has three (3) main areas of work: Democratic institutions, transparency and justice. Based on these subjects, the organization focuses its work on two (2) major actions: generating public policy proposals with the purpose of strengthening public institutions and promoting citizen participation and empowerment through informative and participatory workshops on subjects related to the right to access public information, transparency, accountability, freedom of expression, effective leadership and activism. In this sense, past and current projects have been majorly focused on citizen empowerment, working mostly with youth, journalists and vulnerable groups.

Although a great effort has been done to ensure an effective project execution, DTJ Foundation currently does not have a Project Management Office (PMO) to ensure an effective execution of the projects it manages. Due to a low budget, DTJ Foundation has only been able to afford junior unexperienced Project Coordinators to manage specific projects. Being a small NGO in El Salvador, around 30% of its annual budget comes from project grants, mainly from the United States Agency for International Development (USAID) and other international cooperation agencies. These sponsors are demanding excellence from their grantees and in order to fulfill their requirements, grantees, such as DTJ Foundation, finds itself constantly struggling to complete the mandatory documentation and reports, as well as the project activities due to the lack of a proper PMO, with experienced professionals, that focuses on the maximization and optimization of all projects' results.

With the establishment of a PMO, DTJ Foundation will be better prepared to excel at project execution by optimizing and maximizing the results of any project. Additionally, strengthening its organizational development, would open up a new

sea of project opportunities and would make the Foundation more attractive to other donors or cooperation agencies.

The Final Graduation Project general objective was to develop a Project Management Office proposal for DTJ Foundation to maximize and optimize the results of the projects executed by the NGO. The specific objectives were: to assess the maturity level of DTJ Foundation, in order to determine the project management weaknesses, strengths, improvement areas and needs, to analyze the different PMO types in order to recommend the most suitable for DTJ Foundation, to propose the roles and responsibilities to be assigned to the PMO in order to evaluate its efficiency, to determine the appropriate location of the proposed PMO within the existing management structure of DTJ Foundation, in order to prioritize its functions on the management structure, and to propose a PMO implementation plan for DTJ Foundation including the sequence of main steps required to fulfill it, in order to measure its performance and improve it.

For conducting this research, the analytical research method was used, which helped in the process of examining and analyzing the information from various sources that were used. In this sense, tools such as interviews, meetings, expert judgement and online research were the basis for the conducted analysis. Furthermore, a key research tool was the Lean Six Sigma maturity assessment in order to identify the maturity level of DTJ Foundation.

Conclusion to the main objective of this research was that, a PMO was necessary and indeed should be developed to maximize DTJ Foundation's project management capabilities. The maturity assessment results concluded that DTJ has a maturity level of two (2) on a scale from one (1) to five (5). The organization's most evident weaknesses were identified in the parameters related to the standardization of work and Value Stream Mapping (VSM). On the other hand, a strong leadership was considered to be one of its most relevant attributes and strengths. Upon the analysis of the three (3) basic types of PMOs structures, it was determined that a supportive PMO was most suitable. It was further concluded that its main initial responsibilities will be related to developing project templates; identifying and developing project management methodology and standards; and providing updated best practices and training. One important result, was the decision to restructure some of the current job positions in order to diminish work overload and promote a most effective project execution by dividing the project management duties from other non-related responsibilities such as providing legal advice.

It was recommended to conduct a yearly organizational maturity assessment, plus evaluating and reviewing the work and results of the proposed PMO structure in order to do any necessary adjustments to ensure its effectiveness. Additionally, the job descriptions of the new proposed positions must be developed. Finally, it was strongly recommended that the support and leadership of the Board of Directors must be consistent, focusing on assuring the financial sustainability of this project.

## **1. INTRODUCTION**

### **1.1. Background**

El Salvador is a country of light and darkness. The Democracy Transparency Justice Foundation (DTJ Foundation) tries to shed light on opportunities and unveil the negative aspects that need addressing. The DTJ Foundation is a Salvadoran non-profit organization, in which people with different perspectives participate, coinciding in the values of democracy, transparency and justice. Its acronym became DTJ for these values. Since its inception in 2011, the objective of the Foundation has always been clear: to achieve the consolidation of a peaceful coexistence and better living conditions for Salvadorans through democratic strengthening and citizen participation.

In order to fulfill its primary objective, DTJ Foundation has been promoting the establishment of spaces for dialogue, through the organization of a series of conferences, discussion and analysis forums, citizen workshops, youth education on civic and democratic values, among others. Most of these activities have been mostly executed within the frame of projects that have been awarded by international cooperation agencies and governments from developed countries.

Since its foundation in the year 2011, DTJ Foundation has been unable to transcend from managing –relatively small- projects of a maximum of US\$60,000 and a duration of an average of 12 months. To be able to manage more ambitious projects, which would give the organization the opportunity to grow and further strengthen its organizational structure in the long-term.

Currently DTJ Foundation has no PMO to ensure an effective execution of the projects it manages. Due to a restricted budget, DTJ Foundation has only been able to hire junior unexperienced Project Coordinators to manage its projects. Being a small NGO in El Salvador, around 30% of its annual budget comes from project grants, mainly from the United States Agency for International Development (USAID) and other international cooperation agencies. These sponsors are demanding excellence from their grantees and in order to fulfill their requirements,

grantees, such as DTJ Foundation, find themselves constantly struggling to complete the mandatory documentation and reports, as well as conducting an effective and efficient monitoring and controlling of project activities to make sure the expected results are fulfilled. The lack of a proper PMO, with experienced professionals and clear responsibilities, has had a negative effect on the organization, as it has been unable to focus on the maximization and optimization of all projects' results. Additionally, when in the past, DTJ has submitted proposals to execute ambitious and middle to long-term projects, its proposals have been declined by cooperation agencies and donors. The most common argument against granting DTJ larger projects is that the organization lacks the appropriate structural and financial conditions to ensure a successful execution and completion of such demanding projects.

As the Executive Director -the author- at DTJ Foundation is currently at the final stages of her Master's Degree in Project Management, this moment is a valuable opportunity to make a proposal to establish a PMO that addresses the current and future needs in this important field of work. Additionally, the organization is developing its work plan for 2019 and there is a certain degree of flexibility and openness towards addressing and identifying concrete actions to strengthen DTJ's weak areas.

### **1.2. Statement of the problem**

The problem that DTJ Foundation is facing is that, due to a lack of appropriate structure it is not able to attract cooperation agencies and other funding opportunities that look for well-structured NGO's that through a well-aligned structure, prove they are prepared to manage ambitious projects effectively.

A big reason behind the lack of structure at DTJ is the lack of exposure to current project management procedures and practices, which could produce better systems for project development and project goal attainment.

Through the development of a PMO proposal, DTJ Foundation would have a valuable tool to further strengthen its organizational structure and managerial and

financial capabilities to be considered capable of successfully executing more complex and demanding projects.

### **1.3. Purpose**

The purpose of this project is first to analyze the current organizational structure and project management maturity of DTJ Foundation in the light of the challenges it has been facing, which have been previously described. The ultimate goal is to develop a PMO proposal suitable for DTJ Foundation.

With the establishment of a PMO, DTJ Foundation will be better prepared to excel at project execution by optimizing and maximizing the results of any project. Additionally, strengthening its organizational development would open up a new sea of project opportunities and would make the Foundation more attractive to other donors or cooperation agencies. Moreover, the experience and lessons learned from this process can then be shared with other NGOs that present similarities with the Foundation's structure and size.

### **1.4. General objective**

To develop a Project Management Office (PMO) proposal for DTJ Foundation in order to maximize and optimize the results of the projects executed by the NGO.

### **1.5. Specific objectives**

1. To assess the maturity level of DTJ Foundation, in order to determine the project management weaknesses, improvement areas and needs.
2. To analyze the different PMO types in order to recommend the most suitable for DTJ Foundation.
3. To propose the roles and responsibilities to be assigned to the PMO in order to evaluate its efficiency.
4. To determine the appropriate location of the proposed PMO within the existing management structure of DTJ Foundation, in order to prioritize its functions on the management structure.
5. To propose a PMO implementation plan for DTJ Foundation including the sequence of main steps required to fulfill it, in order to measure its performance and improve it.

## 2. THEORETICAL FRAMEWORK

### 2.1. Company/Enterprise framework

DTJ Foundation was founded in 2011 as a joint effort between the Salvadoran members of the Central American Leadership Initiative (CALI) to promote a better society in El Salvador. Due to the different backgrounds, professions and political views of its founding members, DTJ could serve as a platform to promote dialogue in a respectful manner but at the same time, in very open and passionate discussions in order to promote good public policies. The foundation wanted those discussions to have clear outcomes; this became one of the defining characteristics as a Foundation, promoting ideals with concrete actions.

Its founders saw the need to work with different approaches and be creative in the way DTJ Foundation interacts with youth and vulnerable groups through workshops to make them more knowledgeable, alert and attentive to what was going on in the political agenda. In order to achieve this goal, alliances were established with universities, community leaders, and political activists throughout the country. Since the year 2012, DTJ Foundation has worked in (See Figure 1):

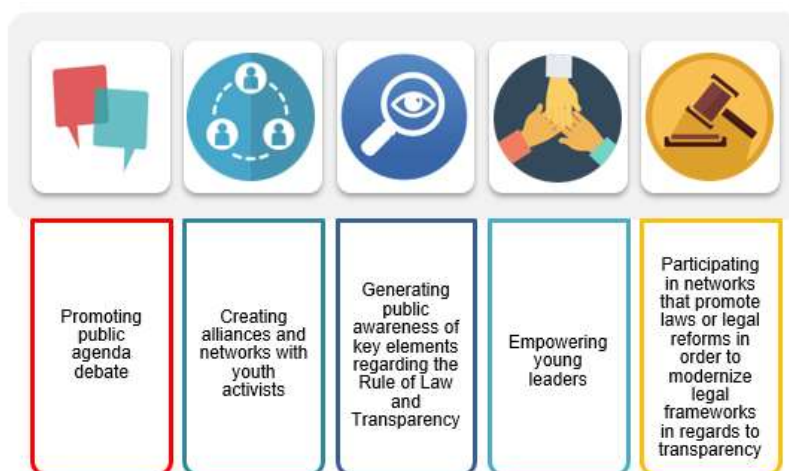


Figure 1 DTJ Foundation areas of work (Source: Flores, The Author, 2018).

#### 2.1.1. Mission and vision statements

DTJ Foundation has a wide range of working areas but all of them are closely connected and related to fulfilling its institutional mission statement: Strengthen the conditions of democracy, transparency and justice in El Salvador. It is evident the

unending challenges that El Salvador is currently facing in these three areas and it is therefore necessary to nurture and further strengthen the Salvadoran Civil Society, so it can effectively participate in building a better future and common welfare.

Furthermore, DTJ Foundation's vision is: A leading organization and ally of the citizens in promoting, defending and strengthening democratic institutions in El Salvador. In order to live up to this ambitious long-term vision, it becomes urgent to consolidate the organization's managerial structure together with a solid, professional and committed team. Having a PMO would bring the organization to the next level, fortifying its organizational capabilities and achieving an exposure with excellence and leadership.

### 2.1.2. Organizational structure

As depicted in Figure 2, the highest authority in the organization is the Executive Board of Directors, which is integrated by six (6) members. Currently, DTJ Foundation is staffed with five (5) full time employees: One (1) Executive Director, one (1) Project Coordinator & Legal Adviser, one (1) Coordinator of Communications, one (1) Administrative Assistant and (1) Accountant. The Project Coordinator/Legal Adviser, the Coordinator of Communications, the Administrative Assistant and the Accountant work under the supervision of the Executive Director (See Figure 2).

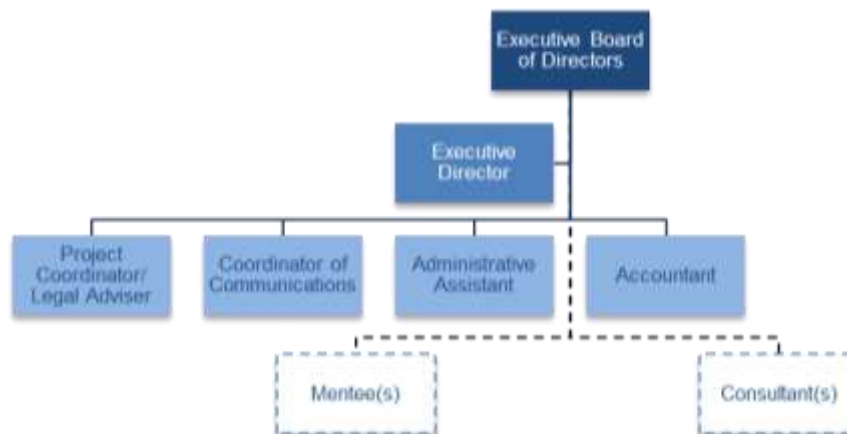


Figure 2 DTJ Foundation current organizational structure (Source: Flores, 2018).



DTJ Foundation's organizational structure type can be considered as organic or simple based on the project characteristics it depicts (See Figure 3):

Organizational Structure Type	Project Characteristics					
	Work Groups Arranged by:	Project Manager's Authority	Project Manager's Role	Resource Availability	Who Manages the Project Budget?	Project Management Administrative Staff
<b>Organic or Simple</b>	Flexible; people working side-by-side	Little or none	Part-time; may or may not be a designated job role like coordinator	Little or none	Owner or operator	Little or none

**Figure 3 DTJ Foundation organizational structure type and its projects' characteristics (Source: Project Management Institute, 2017).**

It is important to point out that the staff member, who is in charge of the coordination of projects, serves also as the Legal Adviser of the organization; which translates into a considerable work overload and inefficiency mostly in project monitoring and controlling. Due to this situation, the Executive Director plays a determinant and leading role in project management, also because the current Project Coordinator has no educational or previous professional expertise in this field of work. Creating a PMO would help the organization and its staff members to work more effectively and efficiently by focusing on specific responsibilities and not overlapping work areas, which would help to prevent and diminish current work overload. Additionally, the assistance of a PMO would open up the opportunity to more ambitious funding options, which would facilitate the integration of new and experienced staff members.

The figures of "Mentee(s)" and "Consultant(s)" are shown in a different format because both figures are not full-time staff members. Consultants are hired for specific tasks or activities, mostly within a project's scope; mentees assist mostly the Project Coordinator/Legal Adviser and the Coordinator of Communications for a pre-determined time period (from two (2) to six (6) months) and focus on specific chores and activities.

It is worth mentioning, that the organization has no documented organizational structure or chart. The chart depicted in Figure 2 was created based on the advice

of the organization's President (Umaña, C., personal communication, May 28, 2018).

### **2.1.3. Products offered**

In the case of DTJ Foundation, being a small NGO and not a business, there are no commercial products as in a normal company. However, in the scope of the different projects executed by the organization, there have been produced a series of documents, manuals, fliers, infographics and other types of written materials for workshops and seminars designed for various audiences. It is important to mention, that the organization's staff members develop the content of these products and when needed, they are enriched from various external sources; for example, from research conducted by other partner NGOs, think tanks and academic journals. The type of product varies depending on the participants, their characteristics (educational level, interests, gender, social context, etc.) and on type of activity for which the products are conceived.

## **2.2. Project Management concepts**

### **2.2.1. Project**

According to the PMBOK® Guide Sixth Edition, a project is “a temporary endeavor undertaken to create a unique product, service or result” (Project Management Institute, 2017). In this sense, projects are temporary, indicating that each has a definite beginning and end. However, their deliverables may exist beyond the end of the project. In the case of the project presented in this document, the project itself is the preparation of a PMO proposal for DTJ Foundation; the deliverable itself will be the proposal but the PMO will continue existing even when this project meets its end.

“Projects drive change in organizations. Before the project begins, the organization is commonly referred to as being in the current state. The desired result of the change driven by the project is described as the future state” (Project Management Institute, 2017). In the case of DTJ Foundation, its current state is related to the lack of a PMO and it is expected, that with the successful execution of this project,

change will be driven in the organization and the creation of a proposal of a PMO will be achieved.

### **2.2.2. Program**

According to the Standard for Organizational Project Management, 2018 programs include “related projects, subsidiary programs and program activities managed in a coordinated manner to obtain benefits not available from managing them individually”.

### **2.2.3. Portfolio**

A portfolio refers to “a collection of projects, programs, subsidiary portfolios and operations managed as a group to achieve strategic objectives” (Project Management Institute, 2018, p. 7).

### **2.2.4. Project management**

According to the PMBOK® Guide Sixth Edition, 2017 Project management “is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the project management processes identified for the project”. It is precisely through the successful application of these skills, tools, techniques and knowledge that project management is the key tool that enables organizations to execute projects effectively and efficiently.

Because of all the numerous and relevant benefits that project management offers, is that this project highlights the need that DTJ Foundation has of creating a PMO, which would facilitate project execution from its initial stages to its termination. With a proper PMO, the organization will be better prepared to prevent poor project management, which causes cost overruns, loss of reputation for the organization, unsatisfied stakeholders, failure in achieving projects’ objectives, among others.

### **2.2.5. Project Management Office (PMO)**

A Project Management Office (PMO) is a management structure that standardizes the program and project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques within an organization. “The

PMO exists to shepherd business value throughout the organization. It might do this by helping projects achieve their goals” (Project Management Institute, 2017, p. 81). The responsibility of a PMO can range from providing project management support to directly managing one or more projects. According to the Standard for PMO, 2018 the following are among the primary functions of a PMO:

- Reporting directly to executives, independent of other organizational functional groups;
- Integrating the application of project management practices with operational business practices by coaching, mentoring, training and oversight;
- Coordinating portfolio management activities and ensuring alignment between organizational strategy and programs and projects;
- Coordinating communication across programs and projects;
- Developing and managing project policies, procedures, templates and other project documentation;
- Identifying and developing project management methodology, recommended practices and standards;
- Monitoring compliance with project management standards, policies, procedures and templates by means of project audits; among others.

PMO can be categorized, based on their level of influence and on their position within the organization. In relation to the types of PMO depending on their influence the Project Management Institute proposes three (3) main types: Supportive, Controlling and Directive. A Supportive PMO structure performs primarily a consultative role to projects by supplying templates, best practices, training and serves as a repository of information from lessons learned from previous projects. A Controlling PMO structure provides support to projects by requiring compliance through project management framework or methodologies and using specific templates, tools and forms or conformance to governance to achieve its mandate. A directive PMO structure is one that takes full control and directly manages the project or projects. This PMO structure has the highest control of all the three (3) PMO structures.

On the other hand, when categorizing PMOs based on their position within the organizational structure, there are three (3) types: Individual PMO, Departmental PMO and Corporate PMO. According to Giraud & Monaldi (2015), the first type typically provides functional support to a single project or program; the second one provides support for various projects managed within a single department or business unit and the last one focuses on the elaboration of standards, methodologies and mechanisms to improve the organization's overall project management performance.

### **2.2.6. Project Management Maturity**

If an organization is interested in improving its processes to meet its strategic goals, it is of pivotal importance to identify its level of maturity. Project Management Maturity is defined, as “the level of an organization's ability to deliver desired strategic outcomes in a predictable, controllable and reliable manner” (Project Management Institute, 2018, p. 46). In this sense, it describes how an organization is able to successfully deliver its project performance in a consistent manner. Vergopia (2008) claims that the concept started with the Total Quality Movement (TQM), where through statistical process control it was possible to demonstrate that improved technical process maturity led to the reduction of variations. There exist various models that can be used to assess the organizational maturity level; particularly within the Business Management and Information Technology (IT) sectors; some of them assign numerical levels of organizational maturity, for example from maturity level 1 through 5, where level 1 represents an organization with little or no defined PM process structure and level 5 represents an organization with a high degree of data-driven processes with effective organizational capabilities (Project Management Institute, 2018, p. 47). The current level of organizational maturity is typically determined through a PM maturity assessment, which can be in the form of a self-evaluation of where the organization stands. It is important to point out that maturity models, just like the discipline of project management, apply to almost any type of industry.

There exist many different maturity models, which can be used to assess a company's or organization's maturity level. Among the many existing models, a brief description of the following models is presented in this section:

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

It can be defined as “a process improvement approach that provides organizations with the essential elements of effective processes” (Getting started, n.d.). The Software Engineering Institute developed it for Software Development Service Providers and Organizations involved with acquisitions. Furthermore, it can be used to guide improvement across a team, project, division or entire organization and to help define process improvement objectives and priorities.

CMMI processes can be divided into two (2) categories: Maturity level wise and category wise. In relation to the Maturity level, it depicts five (5) Maturity levels:

- Maturity level one (1): Initial
- Maturity level two (2): Managed
- Maturity level three (3): Defined
- Maturity level four (4): Quantitatively Managed
- Maturity level five (5): Optimizing (Getting started, n.d.)

According to (Khare, 2013) among the advantages of implementing CMMI are the following: On-Time deliveries; increased customer satisfaction; improved productivity; decreased process variations; improved employee moral; improved communication; among others.

On the contrary, some of its disadvantages are: CMMI may not be suitable for every organization; it may add overhead in terms of documentation; may require additional resources and knowledge required in smaller organizations to initiate CMMI-based process improvement; may require a considerable amount of time and effort for its implementation; model is complex, voluminous and difficult to understand; high costs; among others.

### 2.2.6.2. Organizational Project Management Maturity Model (OMP3®)

According to the Project Management Institute (2003) the OPM3® is a maturity model developed in 1998 as a global standard for organizational project management, which “was to be usable by organizations of all sizes and types in virtually any industry or culture” (p. 53). A group of around 800 professionals in the Project Management (PM) community from over 35 countries participated in the development process of this model through the identification of hundreds of “Best Practices”, made up of specific “Capabilities”, which support the implementation of organizational strategy through successful projects.

The OPM3® is aligned with the Guide to the Project Management Body of Knowledge (PMBOK® Guide) and has been designed to help organizations translate their strategic goals into successful, consistent and predictable outcomes. The Project Management Institute states that the purpose of this model is to provide a way for organizations to understand organizational project management and to measure their maturity against a comprehensive and broad-based set of organizational project management Best Practices (p. xiii) (See Figure 4).



Figure 4 OPM3® Philosophy (Source: Project Management Institute, 2013).

This maturity model’s structure is based on three (3) elements: Knowledge (learn about best practices), Assessment (determine current level of Project Management maturity) and Improvement (identify a path for continuous improvement based on the acquired knowledge of Best Practices and the current level of PM maturity).

Additionally, OMP3® is suitable to be applied to three (3) different domains: Project, Program and Portfolio, allowing the identification of a specific Best Practice and Capability in either of the three (3) domains, which is a great benefit for larger organizations.

Best Practices are organized by four (4) stages of process improvement (levels of maturity):

- Standardize: Structured processes are adopted
- Measure: Data is used for the evaluation of process performance
- Control: Control plan is developed to assess measures
- Continuously improve: Processes are optimized

Although OPM3® offers to bridge the gap between organizational strategy and successful projects, which is certainly among the most valuable and relevant goals of any organization, is by far the most sophisticated and complex maturity model in the field of PM. According to PMI, some of the organizations and companies that have purchased this Standard, for example Pinellas County IT and Washington Savannah River Co., have declared that OPM3® helped their organizations to increase performance and customer confidence and in overall, it helped them improve their PM maturity.

However, Jugdev and Thomas (2002) summarize some major critics of this model:

- The model is inflexible when a flexible model is required for managing change and improvements;
- The model does not account for a rapid changing environment with which organizations or companies adopt change processes, practices or policies;
- The model is overly disciplinary, impractical and overwhelming as methodology; among others.

#### **2.2.6.3. Portfolio, Program and Project Model (P3M3)**

According to Murray, Sowden, Leigh, Bennett, and Ward (2015) the P3M3® was first released in 2005 and was fostered by the Office of Government Commerce (OGC) in the United Kingdom (UK), being one of the earliest maturity models that



covers the three (3) domains: Project, Program and Portfolio unlike other maturity assessment models.

Both P3M3® and CMMI share the same levels of maturity for their maturity assessments. However, the UK-based model has been developed based on seven (7) project process-related perspectives, which are the following (OGC, 2010):

- Management control
- Benefits management
- Finance management
- Stakeholder management
- Risk management
- Organizational governance
- Resource management

Murray et al. (2015) highlight the following benefits from implementing P3M3®: organizations are capable of deciding what maturity level they need to achieve to meet their business needs; focusing investment on those aspects that will yield the best improvements for the specific organizational context; providing plans for continual progression; providing an objective assessment of strengths and weaknesses; among others.

On the other hand, Young, Young and Romero Zapata (2014) claim that one deficiency of the P3M3® model is that it “uses a single number to represent maturity at the project, program and portfolio level, with this number being the lowest score in either generic attributes or the process perspectives across each sub-model [...] (p.220)”. Moreover, another disadvantages the authors mention is that the ‘generic attributes’ evaluated in the three (3) domains, are claimed as essential to achieving improvement in project management maturity and it doubtful whether these attributes are appropriate for the program and portfolio domains, as they are more complex than standalone project management.

#### 2.2.6.4. Six Sigma, Lean Six Sigma (LSS) and LSS Maturity Model

- Six Sigma

Six Sigma methodology, being data-driven, focuses on identifying and addressing the weak points in a process that hinder efficiency or that cause more errors than is ideal (Anonymous, 2017). According to Graves (2012) it finds its origins back in the 19th Century mathematical theory, but found its way into today's mainstream business world through the efforts of an engineer at Motorola in the 1980s.

De Feo and Barnard (as cited in Graves, 2012) present the two (2) major methodologies used within Six Sigma:

**DMAIC:** Used primarily for improving existing business processes. The letters stand for:

**Define** the problem and the project goals.

**Measure** in detail the various aspects of the current process.

**Analyze** data to, among other things, find the root defects in a process.

**Improve** the process.

**Control** how the process is done in the future.

**DMADV:** Typically used to create new processes and new products or services. The letters stand for:

**Define** the project goals.

**Measure** critical components of the process and the product capabilities.

**Analyze** the data and develop various designs for the process, eventually picking the best one.

**Design** and test details of the process.

**Verify** the design by running simulations and a pilot program, and then handing over the process to the client.

- Lean Six Sigma (LSS)

Unlike the Six Sigma approach, the Lean method “stresses the importance of reducing all forms of waste” and providing the best customer experience, whilst Six Sigma aims at reducing product variations and defects through statistical analyses (Anonymous, 2018). In order to succeed in the application of the LSS methodology in any organization, it is necessary to understand and embrace its founding principles.

The first principle to be considered before applying LSS is to keep the primary focus on the customer; any change towards improvement must aim at meeting the customer’s needs and quality expectations. Secondly, it is of pivotal importance to assess the current state of the organization before moving forward and make improvements since it would be less effective to implement any measure if there is no clear vision of what the value stream of the organization looks like. After identifying the organization’s value stream, comes the removal of any activities that do not add any value and also opportunities for defects. This principle is fundamental to this methodology, as it proposes to focus on the problem areas instead of highlighting the non-problematic areas because the aim is to identify deficiencies to fix them and prevent any repetition in the future. The other two (2) basic principles are closely related to the importance of creating a culture of change and flexibility among the organization’s employees. In order to immerse the organization into this new process towards efficiency and improvement, communication, training and constant feedback are key to ensure that everyone understands what is expected from them, what their individual responsibilities are and how sum up to the team’s goals (Anonymous, 2018) (See Figure 5).



Figure 5 Lean Six Sigma Roadmap (Source: Lean and Six Sigma, n.d.).

- LSS maturity assessment model

This maturity assessment tool allows the organization to “understand where the process stands right now; identify areas for improvement, manage and absorb changes, and ultimately achieve optimum operational sustainability” (Vo, n.d.). In this sense, Choudhury (n.d.) states that this tool helps leaders identify how advanced their organization is in terms of Lean Six Sigma perspective, its strengths, weaknesses and improvement opportunities.

The same author claims that:

The assessment enables detailed, step-by-step, quantitative scoring to diagnose the current state. The rigorous nature of this exercise ensures that the journey going forward will lead the organization toward a future state of satisfying customer needs, improving internal processes, motivating employees and keeping the balance sheet strong (n.d.).

A Lean Six Sigma maturity assessment follows a three-phase approach (3A Approach) (See Figure 6):

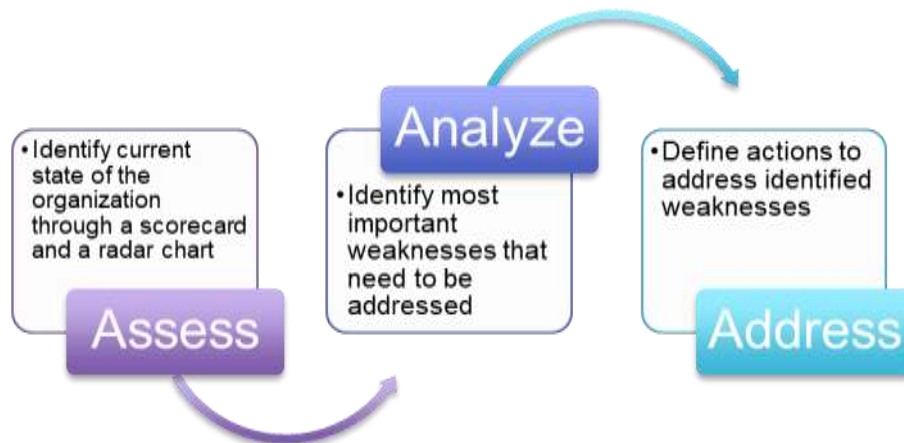


Figure 6 Lean Six Sigma Maturity Assessment '3A Approach' (Source: Flores, based on Choudhury, n.d.).

As it has been mentioned in previous sections of this document, one of the objectives of this FGP is to assess the maturity level of DTJ Foundation, in order to determine the organization's weaknesses, improvement areas and needs to analyze what type of PMO would be most suitable for the organization's project management.

In this sense, after the literature review, it was determined that the best maturity assessment model for DTJ Foundation is Lean Six Sigma, mainly due to the following reasons:

- The assessment tool is already available and does not require to be conducted by a certified expert on the methodology;
- When compared against the other models mentioned in this document, Lean Six Sigma is considered to be less complex and more user-friendly than the other options available;
- It focuses primarily in identifying weaknesses and opportunities for improvement rather than placing priority in the strengths;
- Completing the scorecard is not a difficult task for the organization's employees and authorities;

- Considering the resources constraint (time and human resources) this model offers the highest value and benefit for the organization;
- Its application does not imply an excessive demand of human nor financial resources from the organization.

### 2.2.7. Maturity assessment model for this FGP

As previously stated, the Lean Six Sigma Maturity Assessment model has been chosen as it suits the purpose of this FGP, mainly the objective of conducting an assessment of the maturity level of DTJ Foundation as a basis for elaborating a PMO implementation proposal. In this sense, this maturity assessment model proposes to start with a Lean Six Sigma maturity assessment –a self-evaluation– that will show where the organization currently stands. As Choudhury (n.d.) points out “the key to successful implementation of Lean Six Sigma lies in knowing where the organization needs to be in the future”.

The assessment is based on a detailed step-by-step quantitative scoring to diagnose the current state of the organization (Choudhury, n.d.), which is conducted during the first phase of the 3A Approach, “Assess”. It involves the use of a scorecard that addresses twelve (12) Lean Six Sigma parameters, which are (See Figure 7):



Figure 7 LSS Parameters used in the scorecard (Source: Flores, based on Choudhury, n.d.).

Although these parameters were originally developed for quality management in the industrial sector, their founding principles and premises apply not only to that specific field of work, but can also be used to assess the maturity level of an organization; hence its use for purpose of this FGP.

The scorecard contains detailed guidelines for assigning a score to each of the parameters. A 1-to-5 rating scale is used to assess the LSS parameters, where one (1) represents the lowest level of maturity and five (5) the highest. After each person assigns a score to each of the twelve (12) parameters in the questionnaire, an average score for each of them is recorded and is further used to construct a radar chart. It illustrates the one (1) through five (5) rankings for the different LSS parameters; the lower the LSS maturity level, the closer the scores are toward the center of the chart (Choudhurry, n.d.). Besides the scorecard proposed by this methodology, there were conducted a series of interviews with DTJ Foundation's employees and the organization's President in order to gain an extra insight of their views and considerations, to build on the scorecards' results.

Then begins the second phase, "Analyze" in which the average score of each individual parameter is compared to the organization's Lean Six Sigma maturity index, which is equal to the average of all the twelve (12) parameters' scores. A bar chart, depicting the twelve (12) individual scores and DTJ's maturity index is constructed to provide a more graphic visualization of the parameters that achieved lower scores (weaknesses) and those that have higher scores (strengths), in relation to the LSS maturity index. The difference between the LSS maturity index and the desired score of 5 is known as the maturity gap. Finally, based on the analysis of the maturity gap, the key parameters for improvement are agreed upon, completing the second phase of the 3A Approach.

The third and last phase, "Address", focuses on collecting ideas and defining concrete actions to begin addressing the key parameters that are a matter of concern and need immediate attention.

According to Choudhurry (n.d.), the 'brainwriting' technique is one of the most effective ways to collect ideas, as it is an idea-generating process that enables all

members in a group to participate in a nonthreatening way when compared to the traditional 'brainstorming' technique (Mind Tools, 2018). The main difference between both techniques is that in 'brainstorming' ideas are shared out loud by the participants, which sometimes reduces creativity and productivity; on the other hand, in 'brainwriting' participants write down their ideas –unanimously- and then are socialized and discussed with the whole group to decide what ideas would work best for solving the identified problem. Based on the greater value that the 'brainwriting' technique offers to meet the purpose of this FGP, it was decided to implement it to address the weaknesses discovered in DTJ's maturity assessment.

This research used the twelve (12) LSS parameters considered –one parameter per question- in the pre-established scorecards. Eight (8) persons filled the scorecards: Two (2) Executive Board members, (5) DTJ's team members and one (1) external stakeholder. Each respondent answered the twelve (12) questions of the eight (8) scorecards, for a total of 96 responses.

### **2.3. Other applicable theory/concepts related to the project theme and context**

#### **2.3.1. Project life cycle**

The PMBOK® Guide Sixth Edition describes a project life cycle as “the series of phases that a project passes through from its start to its completion”, thus providing the basic framework for managing any project. As depicted in Figure 8, most projects usually follow four major phases: initiation, planning, execution and project closure. The relationship with each phase is unique with each one, contributing to the development of the other. However, the PMBOK® Guide Sixth Edition also states that within each phase of a project life cycle, there are five process groups that interact with one another and “could be conducted within a phase” (Project Management Institute, 2017) (See Figure 8).



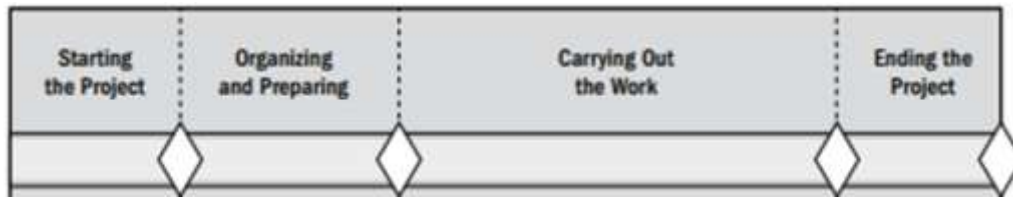


Figure 8 Project life cycle (Source: Project Management Institute, 2017).

### 2.3.2. Project management processes

The PMBOK® Guide Sixth Edition indicates that a “project life cycle is managed by executing a series of project management activities known as project management processes” (Project Management Institute, 2017, p. 22). It is through the appropriate application and integration of logically grouped project management processes, that project management is accomplished. The PMBOK® Guide Sixth Edition proposes grouping processes into five categories called Process Groups, which are defined as “logically grouped project management processes to achieve specific project objectives” (Project Management Institute, 2017, p. 23). These five categories are depicted in Figure 9.

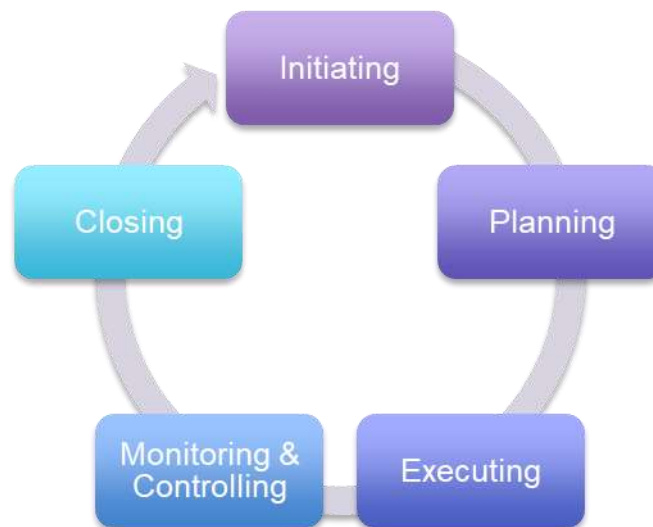


Figure 9 Five process groups (Source: Project Management Institute, 2017).

The present project will go through all five (5) process groups.

### 2.3.3. Project management knowledge areas

A knowledge area is a complete set of concepts, terms and activities that make up a professional field or area of specialization. The attempt to propose a PMO will require the application of some of all project management knowledge areas to assist in the evaluation the maturity of DTJ Foundation.

The knowledge areas as established in PMBOK® Guide Sixth Edition and applicable to the setting up of this research work are depicted in Figure 10:

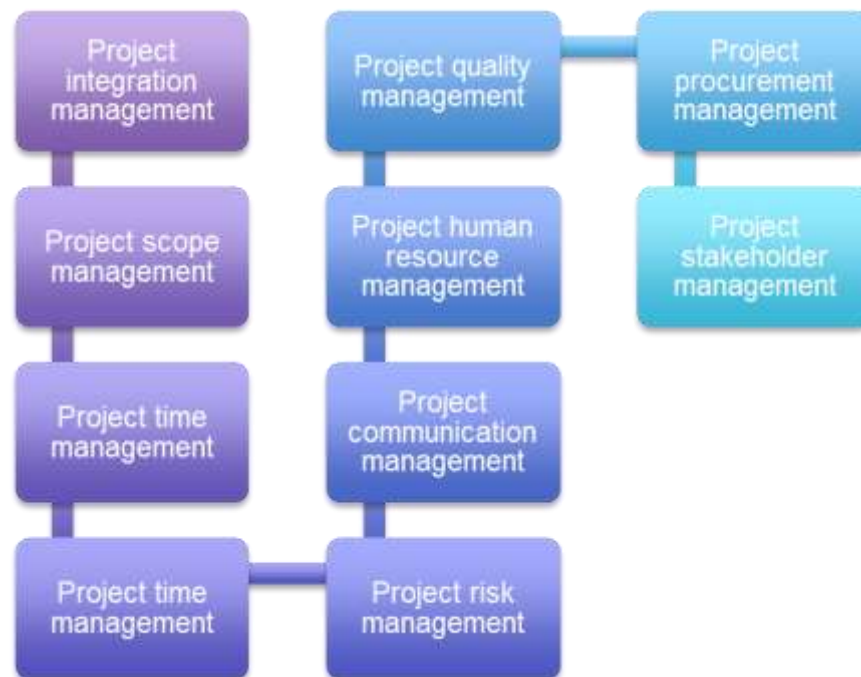


Figure 10 Ten Knowledge Areas of Project Management (Source: Project Management Institute, 2017).

### 2.3.4. Organizational structures

The PMBOK® Sixth Edition defines organizational structure as “an enterprise environmental factor, which can affect the availability of resources and influence how projects are conducted” (p. 21). Organizational structures range from functional to projectized, with a variety of matrix structures in between (See Figure 11).

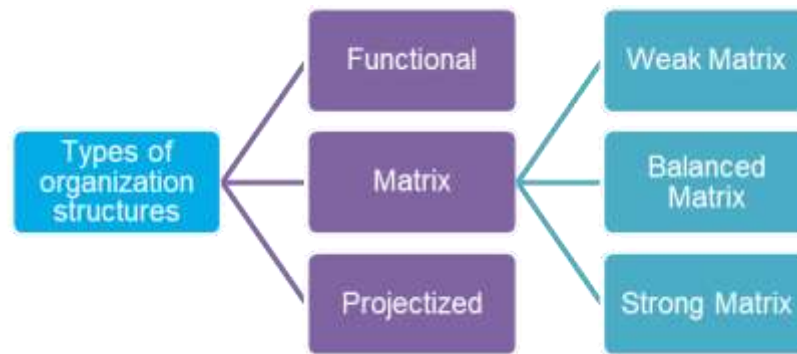


Figure 11 Types of organizational structures (Source: Project Management Institute, 2017).

In a functional organization, staff members are grouped by specialty and each employee has one clear superior. These specialties, for example marketing, finance, communications, among others work independently from other departments. As shown in Figure 11, the matrix organizations can be further classified into weak, balanced or strong depending on the level of power and influence that the functional and project managers hold within the organization. Finally, there are the projectized organizations, in which team members are often collocated and project managers have a high degree of independence and authority within the organization.

### 3. METHODOLOGICAL FRAMEWORK

#### 3.1. Information sources

According to the English Oxford Living Dictionaries, ‘information’ is defined as “facts provided or learned about something or someone” (Information, 2018) whereas ‘source’ relates to “a place, person, or thing from which something originates or can be obtained” (Source, 2018). In this sense, the term ‘information sources’ refers to a place, person or thing from which facts or knowledge are provided or learned.

##### 3.1.1. Primary sources

According to Yale University Library, ‘primary sources’ are “original materials on which other research is based. They are from the time period involved and have not been filtered through interpretation or evaluation. They are usually the first

formal appearance of results in physical, print or electronic format. They present original thinking, report a discovery, or share new information” (Primary, 2017).

For the development of the Final Graduation Project, the primary information sources that will be used are meeting minutes, interviews with members of DTJ Foundation, interviews with key stakeholders, such as representatives of cooperation agencies and other NGOs, and online research (Web Site). Refer to Chart 1 for the specific primary information sources that will be used.

### 3.1.2. Secondary sources

According to Yale University Library, ‘secondary sources’ are “interpretations and evaluations of primary sources. Secondary sources are not evidence, but rather commentary on and discussion of evidence” (Secondary, 2017).

For the development of the Final Graduation Project, secondary sources such as the PMBOK® Guide Sixth Edition, PMI Database and Web Site will be used. Refer to Chart 1 for the list of secondary sources that will be used to address each specific objective.

**Chart 1 Information sources (Source: Flores, 2018)**

Objectives	Information sources	
	Primary	Secondary
1. To assess the maturity level of DTJ Foundation, in order to determine the project management weaknesses, improvement areas and needs.	Personal interview with the President of the Executive Board and other key stakeholders; “Organizational Development Diagnosis Report” and Strategic Planning 2016-2019 Report	Online research (Web Site), PMBOK® Guide Sixth Edition and PMI Database
2. To analyze the different PMO types in	Personal interview with the President of the Executive	Online research (Web Site), PMBOK® Guide

<p>order to recommend the most suitable for DTJ Foundation.</p>	<p>Board and other key stakeholders and Organizational Development Diagnosis Report</p>	<p>Sixth Edition and PMI Database</p>
<p>3. To propose the roles and responsibilities to be assigned to the PMO in order to evaluate its efficiency.</p>	<p>Personal interview with the members of the Executive Board and other key stakeholders, meeting minutes</p>	<p>Online research (Web Site), PMBOK® Guide Sixth Edition and PMI Database</p>
<p>4. To determine the appropriate location of the proposed PMO within the existing management structure of DTJ Foundation, in order to prioritize its functions on the management structure.</p>	<p>Personal interview with the members of the Executive Board and meeting minutes</p>	<p>Online research (Web Site), PMBOK® Guide Sixth Edition and PMI Database</p>
<p>5. To propose a PMO implementation plan for DTJ Foundation including the sequence of main steps required to fulfill it, in order to measure its performance and improve it.</p>	<p>Personal interview with the members of the Executive Board, staff members, and meeting minutes</p>	<p>Online research (Web Site), PMBOK® Guide Sixth Edition and PMI Database</p>

### 3.2. Research methods

According to the Oxford Living Dictionaries, the term ‘research’ is defined as “the systematic investigation into and study of materials and sources in order to establish facts and reach new conclusions” (Research, 2018). The same source offers the following definition for ‘method’ “a particular procedure for accomplishing or approaching something, especially a systematic or established one” (Method, 2018). Therefore, ‘research method’ could be defined as a particular procedure to establish facts and reach new conclusions.

#### 3.2.1. Analytical method

In analytical research, “the researcher has to use facts or information already available and analyze these to make a critical evaluation of the material” (Kothari, 2014, p. 3). It is related to the in-depth study and evaluation of available information with the purpose of explaining complex phenomenon. Furthermore, it is concerned with testing hypothesis and specifying and interpreting relationships, by analyzing the facts or information already available (Analytical, n.d.).

The analytical method will be used for the Final Graduation Project to examine and analyze information from various sources, which will be used to develop the deliverables depicted in Chart 5.

**Chart 2 Research methods (Source: Flores, 2018).**

Objectives	Research methods
	Analytical research method
1. To assess the maturity level of DTJ Foundation, in order to determine the project management weaknesses, improvement areas and needs.	This method was used to assess the current maturity level of DTJ Foundation.
2. To analyze the different PMO types in order to recommend the most suitable for DTJ Foundation.	This method was used to identify, understand and analyze the various types of PMO in order to identify the

	most suitable for the organization.
3. To propose the roles and responsibilities to be assigned to the PMO in order to evaluate its efficiency.	The roles and responsibilities to be assigned were assigned through the analysis of various options and finding the best ones for the PMO for DTJ Foundation.
4. To determine the appropriate location of the proposed PMO within the existing management structure of DTJ Foundation, in order to prioritize its functions on the management structure.	Analytical thinking was used in order to determine the most appropriate and effective location of the proposed PMO within the existing organizational structure, so as to avoid any complications and problems with the rest of the organization's offices.
5. To propose a PMO implementation plan for DTJ Foundation including the sequence of main steps required to fulfill it, in order to measure its performance and improve it.	Through the rigorous analysis of all the information sources, the PMO proposal was carefully developed and presented to the organization.

### 3.3. Tools

According to the PMBOK Guide Sixth Edition, a 'tool' is defined as "something tangible, such as a template or software program, used in performing an activity to produce a product or result" (Project Management Institute, 2017, p. 725). Each tool used in the Final Graduation Project is identified in Chart 3.

**Chart 3 Tools (Source: Flores, 2018).**

Objectives	Tools
1. To assess the maturity level of DTJ Foundation, in order to determine the project management weaknesses, improvement areas and needs.	Lean Six Sigma Maturity Model (Self-Assessment Questionnaire)
2. To analyze the different PMO types in order to recommend the most suitable for DTJ Foundation.	Meetings, online research and expert judgement
3. To propose the roles and responsibilities to be assigned to the PMO in order to evaluate its efficiency.	Meetings, expert judgement, consultation with key stakeholders, online research
4. To determine the appropriate location of the proposed PMO within the existing management structure of DTJ Foundation, in order to prioritize its functions on the management structure.	Meetings, expert judgement and consultation with key stakeholders
5. To propose a PMO implementation plan for DTJ Foundation including the sequence of main steps required to fulfill it, in order to measure its performance and improve it.	Meetings, expert judgement and online research



### 3.4. Assumptions and constraints

According to the PMBOK® Guide Sixth Edition, ‘assumption’ is defined as “a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration” (Project Management Institute, 2017, p. 699). Additionally, the term ‘constraint’ is defined as “a limiting factor that affects the execution of a project, program, portfolio, or process” (Project Management Institute, 2017, p. 701). The assumptions and constraints related to the Final Graduation Project are mostly related to resources availability (time and personnel), the organization’s willingness and openness to allow the execution of the project and access to information.

Make reference to the Chart 4 for the assumptions and constraints related to the fulfillment of each objective.

**Chart 4 Assumptions and constraints (Source: Flores, 2018).**

Objectives	Assumptions	Constraints
1. To assess the maturity level of DTJ Foundation, in order to determine the project management weaknesses, improvement areas and needs.	<p>-It is assumed that DTJ Foundation will allow doing the FGP within the organization.</p> <p>- It is assumed that DTJ Foundation will provide all the required information to perform the analysis.</p>	<p>-Time: Three months</p> <p>-Resources: One person (Project Manager)</p>
2. To analyze the different PMO types in order to recommend the most suitable for DTJ Foundation.	<p>-It is assumed that the project can be completed in three months.</p> <p>-It is assumed that one person can execute the</p>	<p>-Time: Three months</p> <p>-Resources: One person (Project Manager)</p>

Objectives	Assumptions	Constraints
	project.	
3. To propose the roles and responsibilities to be assigned to the PMO in order to evaluate its efficiency.	<p>-It is assumed that DTJ Foundation will allow doing the FGP within the organization.</p> <p>-It is assumed that the project can be completed in three months.</p> <p>-It is assumed that one person can execute the project.</p>	<p>-Time: Three months</p> <p>-Resources: One person (Project Manager)</p>
4. To determine the appropriate location of the proposed PMO within the existing management structure of DTJ Foundation, in order to prioritize its functions on the management structure.	<p>-It is assumed that DTJ Foundation will provide all the required information to perform the analysis.</p> <p>-It is assumed that one person can execute the project.</p>	<p>-Time: Three months</p> <p>-Resources: One person (Project Manager)</p>
5. To propose a PMO implementation plan for DTJ Foundation including the sequence of main steps required to fulfill it, in order to measure its performance and improve it.	<p>-It is assumed that the project can be completed in three months.</p> <p>-It is assumed that one person can execute the project.</p>	<p>-Time: Three months</p> <p>-Resources: One person (Project Manager)</p>

### 3.5. Deliverables

According to the PMBOK Guide Sixth Edition, 'deliverable' is defined as "any unique and variable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project" (Project Management Institute, 2017, p. 704).

The project final deliverable will be a PMO proposal for DTJ Foundation. However, there are a series of deliverables, which have to be produced in order to accomplish the project's final deliverable. Make reference to the Chart 5 in which are depicted the deliverables corresponding to each specific objective to be fulfilled.

**Chart 5 Deliverables (Source: Flores, 2018).**

Objectives	Deliverables
1. To assess the maturity level of DTJ Foundation, in order to determine the project management weaknesses, improvement areas and needs.	A report of the level of maturity of DTJ Foundation
2. To analyze the different PMO types in order to recommend the most suitable for DTJ Foundation.	A report presenting the most suitable PMO type to be implemented in DTJ Foundation
3. To propose the roles and responsibilities to be assigned to the PMO in order to evaluate its efficiency.	A report detailing the roles and responsibilities assigned to the PMO
4. To determine the appropriate location of the proposed PMO within the existing management structure of DTJ Foundation, in order to prioritize	A report of the location of the PMO on the organization's management structure

Objectives	Deliverables
its functions on the management structure.	
5. To propose a PMO implementation plan for DTJ Foundation including the sequence of main steps required to fulfill it, in order to measure its performance and improve it.	A PMO implementation plan proposal for DTJ Foundation

## 4. RESULTS

### 4.1. DTJ Foundation's maturity level assessment

As it has been mentioned in previous sections of this document, one of the objectives of this FGP is to assess the maturity level of DTJ Foundation, in order to determine the organization's weaknesses, improvement areas and needs to analyze what type of PMO would be most suitable for the organization's project management.

From the early stages of the development of this FGP, DTJ Foundation's leadership and other key stakeholders were interviewed and consulted about their willingness in supporting the organization's maturity assessment as their interest and active participation throughout this process was of pivotal importance to achieve this project's objectives. In order to achieve the aforementioned, it was agreed to implement LSS's methodology by following the 3A Approach (Assess, Analyze and Address phases). As it was explained on previous sections, the 3A Approach is a tool that helps leaders identify how advanced their organization is in terms of Lean Six Sigma perspective, its strengths, weaknesses and improvement opportunities.

#### 4.1.1. Assess

As the Lean Six Sigma maturity assessment model proposes, the first action was conducting the LSS maturity assessment -a self-evaluation- in order to determine

the organization's current weaknesses, improvement areas and needs. This research used the twelve (12) LSS parameters in the pre-established scorecards. A total of eight (8) individuals completed the scorecards. It was determined to hold three (3) sessions/meetings, each for one (1) subgroup of stakeholders: one (1) with the Executive Board members, one (1) with DTJ's team members and the last one with the external stakeholder. As the level of information and familiarity with the LSS methodology varied among the identified stakeholders, separate sessions were considered to be most suitable to appropriately address each subgroup's doubts and questions.

Eight (8) people filled the scorecards: Two (2) Executive Board members, (5) DTJ's team members and one (1) external stakeholder. Each respondent answered the twelve (12) questions of the eight (8) scorecards, for a total of 96 responses. The questionnaire was based on the sample template depicted on Chart 6:

**Chart 6 LSS Maturity assessment model (Source: Choudhurry, n.d.).**

#	Parameter	1	2	3	4	5	Score (1-5)
1	Leadership alignment	No leadership alignment for process improvements.	Leadership somewhat aligned with process improvements, but visible and active selection and review of projects are not in place. No trained and committed resources available to support projects.	Leadership aligned with process improvements, visible and active selection and review of projects. No resources available to support projects.	Leadership is aligned with vital few metrics visible selection and review of project. Some trained resources available.	Trained and committed resources supporting projects.	
2	Leadership approach toward LSS	Company executives demonstrate no understanding of the Lean approach.	Executives demonstrate an understanding of Lean approach.	Executives demonstrate an understanding of Lean but do not have full faith.	Executives demonstrate good understanding and have faith in Lean. Leadership committed but not prepared for accelerated biz	Senior executives have full understanding and faith in Lean: leadership prepared for accelerated biz improvement.	

					improvement.		
3	Employee involvement	Little or no involvement in process improvements.	Involvement of people in process improvements to some extent and people are eager to work in teams.	People from cross-functional teams whenever a problem arises.	Quality improvements problem solving and corrective action teams in place. 25 to 50% of employees involved in teams.	50% or more involved in teams; open access to top management; empowered to stop the process for quality.	
4	Training	No training on Lean tools or quality improvement tools methodologies or even concepts.	Few team members have heard about different concepts of improvement methodology but not formally trained.	Team members are trained in some basic concepts like 5s, Lean overview, 7 QC tools.	Team members have good understanding of process improvement methodologies.	More than 5% of employee time devoted to training and implementing improvements.	
5	Process capability	The area of assessment has sigma level less than or equal to 1, for its most critical process.	The area has sigma level greater than 1 but less than or equal to 2.	The area has sigma level greater than 2 but less than or equal to 4.	The area has sigma level greater than 4 but less than 6.	The area has sigma level greater or equal 6. Cpk is greater than or equal to 2.	
6	Approach to errors	Errors will happen; inspect them out; accept cost of scrap and rework; deal with customer complaint.	Although errors happen but some initial thought prevails to implement or design error free systems using Lean.	Inspection and Control only; some data collection to regulate variance.	Inspection, control and improve; data collected to regulate variance.	Zero- defect quality mindset.	
7	Data-driven problem solving	Insufficient data available for key processes needing improvement	Organization does not use data driven problem-solving methods to a great extent. Data collection processes are not systematic and in place.	Organization uses data driven problem-solving methods. Data collection is systematic and efficient, although MSA not done extensively.	MSA is done extensively and people know the tools needed to analyze data.	Organization uses data driven problem-solving methods across the spectrum.	

8	Continuous improvement (CI) methodologies	No formalized improvement methods exist. No evidence of employees, or managers concerned about CI.	Improvements reactive - usually come from management, engineering, supervision or when a customer complaint is received. Some training started in problem solving.	Some improvement methodology evident; teams sometimes used to develop solutions. CI training supported by management.	CI used to advance company. All associates trained. Open documentation and dashboards used to track improvements tied to dollar savings.	Methods such as PDCA are known and used by all employees; CI is part of the company culture.	
9	Standard work	No standard work procedures exist. No understanding of the connection between CI and work standards.	Some standard work procedures exist to show how the process made, materials flow and administrative process function but are current nor displayed. Thinking of internal.	All standard work procedures can be seen in most areas. Process owners know the what, why, and how of their areas. Ownership taken to use standards and keep them current.	Standard procedures are current and posted in appropriate areas.	Employees have a quick and free access to all standard work CI to operations reflected in procedures.	
10	Value stream mapping (VSM)	No process is mapped according to the value stream.	An understanding of VSM is evident. Some attempts have been made to map a simple process.	A number of people have been trained in VSM, some processes mapped. No improvement.	Most understand value of VSM. Mapping has uncovered opportunities for improvement. Action plans are in place. Rapid improvement blitzes preceded by VSM.	Most processes mapped with results of action plans recorded.	
11	Accounting support to LSS	Accounting systems provides basic financial based on cost accounting. There is little awareness of accounting's role in support Lean initiatives.	There is an awareness that accounting has a role in Lean. Some staff has been trained and initial analysis has been undertaken.	All key staff has been trained. Pilot project has begun; department targeting waste in its processes.	Key value streams are using Lean. Decisions are being made using Lean financial data. Some initial investigation to review current standard cost methods.	Accounting system provides financial data based on measurements at the value stream level and provide support for Lean.	

12	5S/ Housekeeping	Disruptive and messy, no formal workplace organization standards in place. No order, area untidy.	Company aware of 5S principles but no training underway. Nonroutine cleaning takes place.	Most areas have begun 5S. Materials have permanent positions, cleaning schedule followed. Team investigation root causes of disorder. Employees participate, support, understand and do most cleaning.	Audit teams assess 5S standards. All areas working on standardizing processes. Evidence of employee pride.	Clean, orderly, self-maintained; always" tour ready.
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The scorecard contains detailed guidelines for assigning a score to each of the parameters. A 1-to-5 rating scale was used to assess the LSS parameters, where one (1) represents the lowest level of maturity and five (5) the highest. Based on the responses gathered from the total of 96 answers and its further review, the following maturity assessment results were obtained:

1) Leadership alignment

In this parameter, 63% of the respondents considered that a score of three (3) "Leadership aligned with process improvements, visible and active selection and review of projects. No resources available to support projects" best described DTJ's current maturity level in regards to the alignment that the organization's leaders show. The majority of DTJ's team members expressed during the interviews, that the Board of Directors plays a relevant role because they are always willing to work together and provide support whenever necessary.

2) Leadership approach toward LSS

For this second parameter, 88% of the answers coincide in a score of four (4), considering that "Executives demonstrate good understanding and have faith in Lean. Leadership committed but not prepared for accelerated biz improvement". It is important to highlight that this parameter, shows the highest maturity level for



DTJ according to the scorecards results. In this case, all stakeholders consider that the Executive Director, as well as the Board of Directors, understands what the Lean methodology is and believe that it can actually serve as a way to address the organization's current weaknesses and areas of improvement. Additionally, both members of the Board of Directors that participated in this exercise, expressed that they supported and were interested in further analyze the use of LSS methodology in DTJ, but considered that it is necessary to have a solid knowledge and understanding of the basic aspects of the methodology before moving forward. Only one person, assigned a score of three (3) for this parameter.

The first two (2) parameters, which are closely related to the element of leadership within the organization, are the ones that were assigned the highest scores of the twelve (12) elements to be analyzed. In relation to these parameters, it is relevant to bring to the attention the results of the "Organizational Development Diagnosis Report", which was a self-assessment that DTJ conducted in September 2017 with the guidance of experts in Organizational Development in the scope of a project with Counterpart International. In this assessment, DTJ's Board of Directors and team members analyzed the organization from the perspective of six (6) pillars:



Figure 12 Pillars analyzed by DTJ Foundation for constructing the "Organizational Development Report" (Source: Venegas, 2017).

The pillar related to “Leadership and Strategic Direction” was the one, in which DTJ was best evaluated. When relating those results with the LSS maturity level assessment, it is clear that DTJ shows a strong leadership from its authorities. The complete “Organizational Development Diagnosis Report” can be found in the Appendix 5.

### 3) Employee involvement

For this parameter the 88% of respondents assigned a score of two (2), which suggests that: “Involvement of people in process improvements to some extent and people are eager to work in teams”. Most of DTJ’s employees agreed on the fact that, they assigned a score of two (2) mostly because the organization is relatively small and they considered that the rest of the scores did not really apply to the organization.

### 4) Training

This parameter was given a score of two (2) by 75% of the respondents. This score states that: “Few team members have heard about different concepts of improvement methodology but not formally trained”. From what was discussed during the interviews, it was clear that the great majority had no previous knowledge on concepts of improvement methodology; one (1) of them had actually never heard about it and only one (1) person gave a score of (3).

### 5) Process capability

The 63% of the respondents had no idea of what the term “process capability” means and this is why they assigned a score of one (1), which states that: “The area of assessment has sigma level less than or equal to 1, for its most critical process”. The remaining 37% assigned a score of two (2).

### 6) Approach to errors

This parameter was assigned a score of (1) by 50% of the respondents, who considered that this premise is what better depicts the organization’s approach to

errors: “Errors will happen; inspect them out; accept cost of scrap and rework; deal with customer complaint”. This score was considered by most DTJ’s team members, while the remaining 50% gave a score of (2), agreeing to the assumption that: “Although errors happen but some initial thought prevails to implement or design error free systems using Lean”.

#### 7) Data-driven problem solving

The 63% of respondents gave a score of two (2) to this parameter as they agreed that: “Organization does not use data driven problem-solving methods to a great extent. Data collection processes are not systematic and in place”. Most of the participants considered that most data-gathering efforts are done mainly due to specific projects’ requisites and not because it is an institutionalized practice.

#### 8) Continuous Improvement (CI) methodologies

For this parameter, the 63% of the respondents assigned a score of two (2), which states that: “Improvements reactive – usually come from management, engineering, supervision or when a customer complaint is received. Some training started in problem solving”. Participants commented that their only training -basic information- they have received about this topic has come from external resources and not by the organization’s authorities. Additionally, they pointed out that most improvements are done after a donor or other external stakeholder requires it, but not because it was considered necessary by the organization’s authorities.

#### 9) Standard work

This parameter was given a score of one (1) by 63% of the participants as they considered that: “No standard work procedures exist. No understanding of the connection between CI and work standards”. Additionally, they related this result to the result of the pillar “Human Resources and Resources (Materials)” of the “Organizational Development Diagnosis Report”, which depicted an evident void in terms of having any kind of work standards, manuals and organizational policies. The remaining 37% gave a score of two (2).

#### 10) Value Stream Mapping (VSM)

For this parameter the 100% of the respondents gave a score of one (1) as they considered that: “No process is mapped according to the value stream”. Most of them commented that they do not truly understand what VSM means and that maybe this concept was difficult to apply or to be considered in a non-governmental organization.

#### 11) Accounting support to LSS

This parameter was given a score of one (1) by 88% of the participants, who agreed that: “Accounting systems provide basic financial information based on cost accounting. There is little awareness of accounting’s role in support Lean initiatives”. It is important to mention, that most of them explained that they answered this way because they lack information about this relationship of accounting with Lean initiatives. They mentioned, that if they had more information on this matter, their answers would have been probably different.

#### 12) 5S/Housekeeping

The 75% of the respondents gave a score of two (2) to this parameter as they claimed that: “Company aware of 5S principals but no training underway. Nonroutine cleaning takes place”, while the remaining 25% assigned a score of one (1). Most of them claimed that they have heard about the 5S principals, mostly during their professional education, but that they thought that these principals were only used in other types of industries. They added that, as there are no formal instructions or manuals about this subject, the ‘cleaning routine’ was conducted using ‘common sense’ and not following a specific procedure.

The last step in this first phase, was constructing a radar chart to identify in a more clear and effective way, the organization's current state in a graphic form. The sum of the scores given to each parameter -a total of eight (8) answers for each parameter- was divided by eight (8) in order to have an average score of each parameter. The average scores for the twelve (12) parameters are depicted in Figure 13:



**Figure 13 Radar chart of the average of the Lean Six Sigma Maturity Scores for DTJ Foundation (Source: Flores, based on results from LSS maturity assessment, 2018).**

The individual results for each of the parameters are found in the Appendix 5.

This chart depicts both the strengths and weaknesses of DTJ's maturity assessment, making it easy to identify that the organization's strengths rely considerably on the leadership their authorities show. However, there is no single parameter that records a score higher than four (4). On the other hand, six (6) out of twelve (12) parameters were assigned a score lower than two (2); being the lowest one with a score of one (1) "Value Stream Mapping (VSM)".

#### 4.1.2. Analyze

The radar chart is the founding step to move forward to the second phase of the 3A Approach, which is the “Analyze” phase. In this stage, the average score of each individual parameter is compared to the organization’s Lean Six Sigma maturity index, which is equal to the average of all the twelve (12) parameters’ scores. In the case of DTJ Foundation, its Lean Six Sigma maturity index is two (2).

In order to identify the most important parameters on which to start working, a bar chart, depicting the twelve (12) individual scores and DTJ’s maturity index was constructed to provide a more graphic visualization of the parameters that achieved lower scores (weaknesses) and those that have higher scores (strengths), in relation to the LSS maturity index. The difference between the LSS maturity index and the desired score of 5 is known as the ‘maturity gap’ and for the case of DTJ, it is three (3). The bar chart depicted in Figure 14 portrays the average score for each of the twelve (12) parameters and their relationship to the organization’s maturity index (See Figure 14).

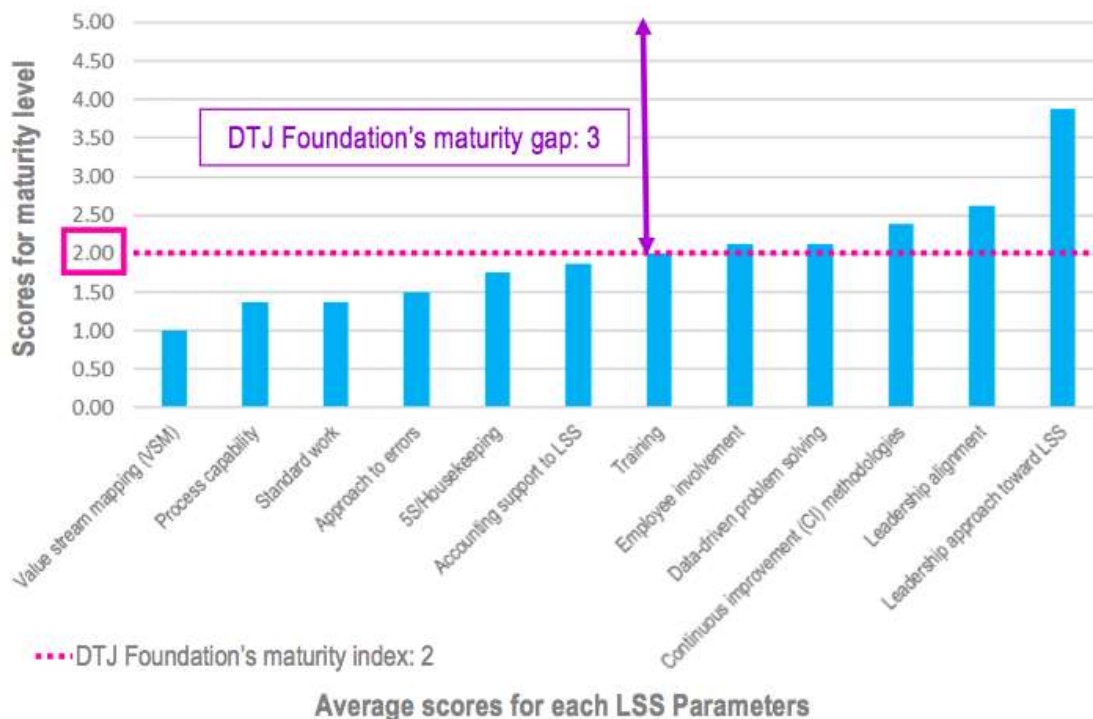


Figure 14 LSS Parameters compared to DTJ Foundation's maturity index (Source: Flores, based on results from LSS maturity assessment, 2018).

From the bar chart, it is easy to identify the six (6) parameters that ended up with scores lower than two (2), meaning that they are below the maturity index of the organization and are therefore positioned on the left side of the bar chart. These parameters are: Value stream mapping (VSM) with the lowest score of all (average score: 1); process capability (average score: 1.38); standard work (average score: 1.38); approach to errors (average score: 1.50); 5S/Housekeeping (average score: 1.75) and accounting support to LSS (average score: 1.88). As the LSS methodology proposes, these parameters placed at the left side of the bar chart and below the organization's maturity index, two (2) in the case of DTJ, are the evident weaknesses that are a matter of concern and should be immediately addressed so as to increase the level of maturity of the organization. On the other hand, the parameters with scores higher than DTJ's maturity index, those found on the right side of the chart, are the ones that have higher scores, being considered as the organization's strengths. As previously mentioned, the two (2) evident strengths that DTJ Foundation depicts, which are shown through the parameters with highest scores, are related to its leadership: Leadership alignment (average score: 2.63) and Leadership approach toward LSS (average score: 3.88).

The results of DTJ's maturity assessment were socialized with all the participants (8 persons) during a meeting, in which the result for each parameter was discussed and analyzed in order to identify which were considered as priorities. During the discussion, the majority of the participants, if not all, put much emphasis on the fact that DTJ is a small organization and that the current workload is highly demanding. Additionally, it was pointed out that DTJ is currently focused on looking for projects and cooperation opportunities to execute next year, in 2019.

Based on these important considerations, the group decided to identify only two (2) parameters to focus on. In order to identify these two (2) parameters, each participant was requested to write down on a post-it note, the two (2) parameters they considered to be of greater relevance to improve DTJ's current maturity level, keeping in mind that every effort should be focused in improving the organization's project management capabilities.

This exercise showed that all the participants coincided in considering the “Training” parameter as a priority as they agreed on the fact that understanding the basic concepts of the Lean Six Sigma methodology was fundamental before addressing any of the other parameters and that this would additionally strengthen the overall project management organizational capabilities. The second priority, voted by the majority of the participants (88%) was “Standard Work”. The rationale behind this decision, as expressed by the participants, is that the elements considered by this parameter, are closely related to the aspects that the pillars “Human Resources and Resources (Materials)” and “Project and Program Management” of the “Organizational Development Diagnosis Report” depicted. In this sense, according to most participants, the development of manuals, organizational policies and standards/templates for project management is of pivotal importance to the overall efficiency of the organization. Furthermore, they added that the elaboration and approval of these set of standards should not be further delayed as it is really important for the organization’s functioning, stability and sustainability. Based on these two (2) agreed on priorities, the process passed to the next and final stage “Address”.

#### **4.1.3. Address**

This is the last phase of the 3A Approach proposed by the LSS methodology. In order to finalize the process, the eight (8) participants were asked to join a last session to address the two (2) most urgent weaknesses agreed on in the previous phase of the process: “Training” and “Standard Work”.

As previously mentioned, based on the greater value that the ‘brainwriting’ technique offers over ‘brainstorming’ to meet the purpose of this FGP, it was decided to use it for the purpose of gathering everyone’s ideas and proposals of how to address the aforementioned weaknesses.

The session lasted a total of ninety (90) minutes and was divided in three (3) sections: At first, each participant was given a piece of paper to write down - unanimously- at least three (3) ideas or proposals they considered to be the most effective way to work on these two (2) weaknesses. They were asked to write (3)



ideas or proposals for each parameter. Secondly, everyone's papers were gathered by the facilitator, who then distributed them randomly among the participants, making sure that no one was given their own set of ideas, but somebody's proposals. During this second round, the participants were offered two (2) options: to build on the six (6) ideas they were given or to write down their own proposals. Finally, the facilitator gathered all the answers and socialized them with the participants, who discussed and analyzed them together to define which proposals were going to be chosen to start working on addressing both weaknesses.

#### **4.2. Proposal of PMO type most suitable for DTJ Foundation**

The second objective of this FGP proposes the identification of the most suitable and recommended type of PMO for DTJ Foundation, considering the organization's characteristics, needs, and resources. In this sense, the definition of a PMO offered by the PMBOK 6th Edition was considered: "A Project Management Office (PMO) is a management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools and techniques" (p. 11). It is important to mention that, from the beginning, this concept was socialized with the stakeholders that participated in the development of this FGP and they all agreed on the great need that DTJ has of establishing a PMO for strengthening the organization's capabilities of managing its projects more efficiently and even more importantly, to manage bigger more ambitious projects in the near future. Additionally, the need of a PMO became even more evident and urgent because, during the time that this FGP was being developed, the person who was working in the position of "Project Coordinator/Legal Assistant" resigned while the organization was executing a USAID-funded project. This obviously had an initial negative impact but it helped to raise the awareness of the Executive Board members and even the organization's team of the positive impact that the establishment of a PMO would have to ensure the DTJ's organizational stability, efficiency and continuity in reaching its institutional goals.

As previously mentioned, PMOs can be categorized based on their level of influence or on their position within the organizational structure. This section will cover the analysis regarding the categorization based on the level of influence, while the analysis related to its position within the organization will be addressed in Section 4.4 of this FGP (See Figure 15).

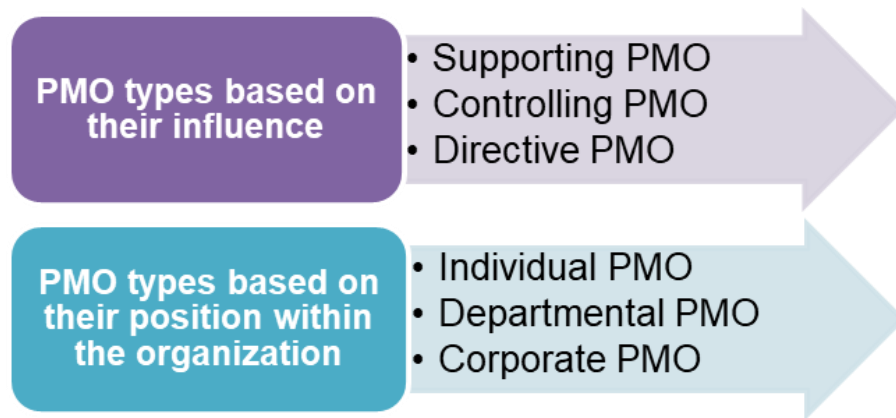


Figure 15 PMO types (Source: Giraudo & Monaldi, 2015).

#### 4.2.1. PMO types based on their influence

Relating their influence, there are three (3) main types of PMO structures: Supportive, Controlling and Directive.

##### 4.2.1.1. Supportive PMO

A Supportive PMO structure performs primarily a consultative role to projects by supplying templates, best practice and training, while serving as a repository of information from lessons learned from previous projects. This type of PMO has a very low degree of control in projects, making it a more suitable option for functional or weak matrix type organizations (Prakash, 2018).

In a functional type of organization, Project Managers have little control over major project decisions as most power resides on the Functional Manager, who is the head person of a specific department in an organization. In this case, the Project Manager is often referred to as a project coordinator or even as project expeditor,

with nearly no power. On the other hand, in an organization with a weak matrix type, which is closer to the functional type, the Project Manager has a slightly higher degree of power; more inclined to act as a project coordinator but is always subordinated to the Functional Manager, who holds the greater degree of power.

#### **4.2.1.2. Controlling PMO**

A Controlling PMO structure, simply put, acts as the organization's auditor as it checks whether project management methodologies, organizational tools, processes, and standards are being applied or not. This type of PMO is well suited to an organization with a balanced matrix structure, as the degree of control in projects is moderate and is mostly shared among the functional and Project Manager.

#### **4.2.1.3. Directive PMO**

A Directive PMO structure is one that takes full control and directly manages the project or projects. In this sense, this type of structure has the highest control of all the three (3) PMO structures. Hence, they are suitable for an organization that is a strong matrix type or projectized. In strong matrix or projectized organizations, the Project Manager has complete control over the projects being executed within the organization.

### **4.2.2. Analysis of DTJ Foundation's relevant characteristics for proposing a suitable PMO type**

From the literature review, from meetings held with the organization's President and team members, and from the analysis of DTJ's organizational structure and characteristics, it was considered that the most suitable PMO type -based on its level of influence- would be the Supportive PMO.

As mentioned in the previous section, the Supportive PMO structure is best for organizations that are either functional or weak matrix type. In the case of DTJ Foundation, it has been considered that it falls under the weak matrix type of organization, for the following reasons:

- The Project Manager has a low level of authority, acting more as a Project Coordinator that has power to make certain decisions -mostly secondary- but that has to report to a higher-level manager -the Executive Director-;
- Decisions about resources allocation are made primarily by the Functional Manager, which in the case of DTJ is the Executive Director, and not by the Project Manager;
- The Executive Director, who acts as the Functional Manager in DTJ, manages the projects' budget and not the Project Manager because of the lack of experience and expertise of the different persons that have held that position in the past;
- Although the person for the position of "Project Coordinator & Legal Advisor" is hired as a full-time employee, in the practice, that person dedicates 50% of its time to project execution and the remaining 50% to provide legal advice to the Executive Director and the Board of Directors; and
- DTJ does not have Project Management Administrative Staff, but only an Administrative Assistant that, when needed, supports the Project Coordinator in matters related to projects' execution.

In this sense, it has been determined that a Supportive PMO structure would be the most recommended for DTJ Foundation because of the following reasons:

- When analyzing the results from the maturity assessment and those from the "Organizational Development Diagnosis Report", the most evident weaknesses are related to the lack of standards, methodologies, manuals for operation and lack of training in the organization;
- Based on the literature review, these kind of deficits within an organization are better addressed by a Supportive PMO, as it focuses mainly in providing templates, standards, methodologies and procedures to help achieve a successful project management, while also supplying training and best practices;

- A Supportive PMO has a low degree of control and influence over projects, which is a scenario that relates to DTJ's type of organization;
- Considering that DTJ is a small organization with a simple organizational structure, a Supportive PMO is definitely the best option considering the benefits that such a structure has in terms of assisting rather than auditing and completely controlling the organization's project management;
- The implementation of a Supportive PMO structure, would be a basic and pivotal step towards improving DTJ's current state and its organizational maturity level as the results of the self-evaluation depict that the great majority of parameters show a considerably low score.
- Taking into consideration the results from 2017 DTJ's "Organizational Development Diagnosis Report" two (2) of the weakest pillars were "Human Resources and Resources (Materials)" and "Project and Program Management". In this sense, the development of manuals, organizational policies and standards/templates for project management is of pivotal importance to the overall efficiency of the organization. Furthermore, they added that the elaboration and approval of these set of standards should not be further delayed as it is really important for the organization's functioning, stability and sustainability.
- Due to limited resources (budget, office space, human, time, etc.) plus the organizational culture, the implementation of any of the other two (2) types of PMO, could even have negative effects on the organization's current state as it would cause drastic and rapid changes that DTJ w unlikely to manage.

### **4.3. Roles and responsibilities assigned to DTJ Foundation's PMO**

#### **4.3.1. Organizational context**

As it has been addressed in previous sections, DTJ Foundation would highly benefit from the establishment of a PMO, more specifically, of a Supportive PMO structure. Additionally, it was closely discussed and analyzed that DTJ is still a young organization with a simple organizational structure, a small team, limited resources and interest in moving towards a higher level of maturity 'one step at a time'. The higher authorities clearly expressed their disposition to support any

recommendations resulting from this FGP, only if they are realistic and suitable to be applied in the short term.

In this sense, the proposal of roles and responsibilities that will be assigned to the organization's future PMO, have been reviewed with great detail, conducting a constant 'reality check' so as to make sure that the suggested duties for the PMO will benefit and not complicate the organization's working environment, organizational culture and ultimately, its overall efficiency.

It is relevant to point out, that since July 2018 the position of "Project Coordinator & Legal Adviser" has not been occupied. As the current year is ending and the organization is preparing its work plan for 2019, it has been considered that the current organizational context is a golden opportunity to reconsider the role and duties that have been assigned to that position in the past. It has been seriously questioned whether the concentration of these two (2) roles in one person has had a negative impact on the organization's work and end results. Additionally, it has been highlighted that in practice, the responsibilities and duties of the role of Project Coordinator have been shadowed by the demanding role of Legal Adviser and as a consequence, project execution has been set on a secondary level.

#### **4.3.2. Proposal of DTJ Foundation's PMO roles and initial responsibilities**

Having this background in mind, the following roles and responsibilities have been developed for the PMO to be established in DTJ Foundation in the short term. In this sense, these were conceived as the initial or 'opening' duties that DTJ's new PMO is expected to fulfill during the first semester of 2019. This clarification is of much relevance for this FGP in order to avoid any mistaken considerations about the level of complexity or magnitude of work that will be expected from the PMO.

As the type of PMO structure's name chosen for DTJ Foundation proposes, the primary role it is expected to fulfill is to provide direct and constant support and assistance to the Project Coordinator in order to facilitate and promote an efficient project management. On the other hand, it is not expected to act as an auditor or controller of the project management efforts, but to serve as a liaison between the

Project Manager and the world of best practices in this subject area. Furthermore, the PMO will play a consultative role to the Project Coordinator, as a way to provide guidance and share its expertise whenever necessary.

The role that the PMO will play through a Project Manager, can be listed as follows:

- The Project Manager will be responsible for managing day-to-day activities in the PMO to ensure that programs and projects meet the organization's institutional goals and requirements.
- Implements and provides guidance related to PMO processes and policies.
- Oversees the work of project management staff, which in the case of DTJ will be the Project Coordinator.
- Ensures that project goals are met and executed according to approved budgets.
- Reports on a regular basis to the Executive Director.

The corner stone for the identification of DTJ's PMO initial responsibilities was the prioritization of the most urgent tasks and duties it would have to fulfill in order to act as a supporting figure to the project management practices within the organization. This initial proposal was socialized with the organization's President and the team members and they all agreed on the fact that, during the first semester of its functions, the PMO should focus on three (3) responsibilities that are the following:

#### **4.3.2.1. Developing project templates, procedures and other project documentation**

As DTJ Foundation has some considerable experience managing externally funded projects, the templates given by the cooperation agencies to be used from the early stages of the project's execution, have been the only kind of document that serves this purpose. It is therefore a key responsibility of the PMO to work on the development of the organization's own templates, procedures and other relevant documentation in order to promote a more efficient work coordination and joint efforts among team members and other stakeholders. Examples of such

templates are: Project scheduling, project budget, assumptions and constraints, risk management, basic project tracking templates, among others.

#### 4.3.2.2. Identifying and developing project management methodology, recommended practices and standards

This task is closely related to the first responsibility that has been considered. Establishing a clear methodology to ensure the successful execution of any project is one of the fundamental responsibilities of a PMO. However, this is no easy task, as it demands a detailed approach to the overall project management process. It is therefore recommended the use of a rather simple and straightforward methodology to construct such standards (See Figure 16).



Figure 16 Proposal of basic standards to be initially developed by DTJ Foundation's PMO (Source: Project Management Institute, 2017).

#### 4.3.2.3. Providing updated best practices and training when required

As in every field of work there is constant evolution and discoveries, the project management arena is no exception; quite the opposite as it is one of the most



evolving and revolutionary field. In this sense, the PMO should be on top of new innovative ways to approach project management and share this knowledge with the Project Manager and the rest of the organization's team. Additionally, the PMO should facilitate the access to any project related information, as well as documenting valuable lessons learned from previous projects.

#### **4.4. PMO's location in DTJ Foundation's organizational structure**

DTJ Foundation is interested in establishing a PMO with a supportive structure because it has been agreed on the urgent need to strengthen its project management capabilities. As previously mentioned, the organization wants to start slowly and wants to avoid any drastic structural changes during the first stages of the process.

Based on the weaknesses identified after the organization's maturity self-assessment, the results from the "Organizational Development Diagnosis Report" and the opinions expressed by key stakeholders during the group sessions conducted during the elaboration of this FGP, it was considered that the low maturity level that DTJ depicts could be addressed in a more effective way, if the PMO is placed in a relatively high position within DTJ's organizational structure.

When this matter was being discussed, it was decided to hold a team session, in which participated the organization's team members, the President and the Treasurer. The discussion started by providing a brief explanation of a basic PMOs classification based on their position within the organizational structure. In relation to this categorization of PMO types, Giraudo & Monaldi (2015) propose a basic classification of three (3) types: Individual PMO typically provides functional support to a single project or program; the Departmental PMO gives support for various projects managed within a single department or business unit; and the Corporate PMO focuses on elaborating standards, methodologies and mechanisms to improve the organization's overall project management performance.

All participants agreed on the fact that a Corporate PMO would be the best option for DTJ at present time, as the organization lacks basic standards, methodologies

and tools to be more effective, especially in relation to its project management processes. In this sense, such a PMO will provide the necessary support to the entire organization. It was therefore decided, that to achieve best results the PMO be placed directly under the mandate of the Executive Director. Additionally, it was considered that to ensure a fruitful work relation between the PMO and the Project Coordinator/Legal Adviser, it was necessary to divide that overloaded position into two (2); a full-time position of Project Coordinator and another full-time position of Legal Adviser. This decision is of pivotal importance and has a highly positive effect on the organization, as work overload -which has caused inefficiency in the past- will be vanished and there will be a person fully dedicated to working on making sure projects are smoothly executed and someone else, focusing on providing the important and necessary legal advice that the organization's authorities constantly demand.

In this point it is necessary to highlight that, this decision was not even taken as an option during the early stages of the elaboration of this FGP because the organization has been working under the old scheme since its foundation and it had not been identified as a determinant element to the organization's overall efficiency and strategic success. It is therefore a highly valued result as the results of the various activities conducted during this process, led the way towards making the decision of separating the functions of this position in order to transform DTJ into a more efficient and mature organization.

The first step to make this important decision a reality, was the adequation of the organization's structure by creating the Legal Adviser position and the PMO under the direct command of the Executive Director. Unlike other complex-structured PMO, only one (1) Project Management expert, who will provide direct support to the Project Coordinator, will initially integrate the one established for DTJ. As DTJ has no interest in having a controlling and resource-demanding PMO, the organization's Executive Director -the author of this FGP- considered that the knowledge and tools she has developed during this Master's Degree Program in Project Management, could be of much help to the PMO, making it unnecessary -

at present time- to create a fully staffed PMO. The new organizational structure of DTJ Foundation is shown in Figure 17.

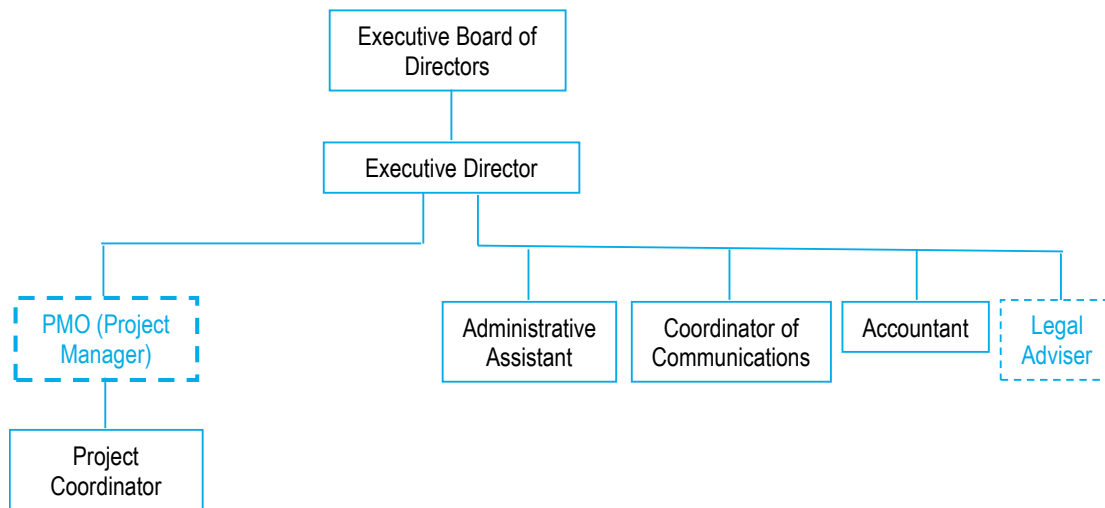


Figure 17 Proposal of new organizational structure for DTJ Foundation (Source: Flores, 2018).

#### 4.5. Implementation plan proposal for DTJ Foundation's PMO

The organization's maturity assessment results facilitated the identification of the most suitable PMO structure for DTJ Foundation. The content developed in the previous sections of this FGP, aim at providing the basic elements necessary for the implementation of the PMO according to the organization's needs, interests and current capabilities. However, now that these elements have been identified, it is necessary to elaborate an appropriate implementation plan, considering that it is timely to implement the new organizational structure.

It is important to mention that this implementation plan proposes a series of actions based primarily on DTJ's most urgent weaknesses and on the aspects highlighted by key stakeholders during the consultations made during the preparation of this FGP. Additionally, it has been conceived based on the premise that its execution will likely start in January 2019, as it will be included in the organization's work plan for the upcoming year.

After the literature review it was considered, that the model recommended by Tran (2017), is suitable for the implementation process of DTJ's PMO. It proposes a set of four (4) phases that should be accordingly addressed as depicted in Figure 18.

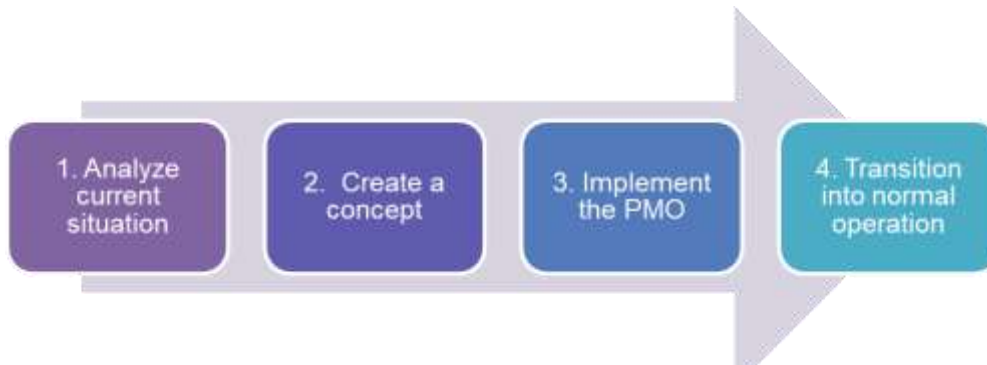


Figure 18 Tran's model to implement a PMO (Source: Tran, 2017).

#### 4.5.1. Analyze current situation

For the first step, Tran recommends analyzing the current organizational situation, for example through conducting a maturity assessment as it has been done to meet the purposes of this FGP. In order to complement these results, it is recommended that the organization reassess the results from the “Organizational Development Diagnosis Report” as the pillars it covers are considered to be comprehensive of DTJ's areas of work and complementary to the maturity assessment's results. Additionally, Tran states that this analysis should also give a general overview of all projects -current or future- so as to identify possible responsibilities of the PMO, which would facilitate the estimation of how the PMO could be staffed.

#### 4.5.2. Create a concept

Secondly, the next phase will gather the results from the first step and proceed to the conceptualization of the PMO, whether it will have a Supportive, Controlling or Directive structure. In DTJ's case the PMO will have a Supportive structure as it has been expressed in the previous sections. The objectives, roles and responsibilities of the PMO can be easily identified once the organization's needs and weaknesses have been recognized. Once the skills have been successfully

identified and the needs' assessment approved, the processes and procedures that are required to implement the methodologies set out for this PMO can be established.

#### **4.5.3. Implement the PMO**

Once the elements of the PMO have been identified, the implementation phase can begin. The first step should be the identification of the professional profile that the PMO staff should have; additionally, determine whether it will be required to hire a PMO Manager and team members and when hired, if there is the need to prepare and train the new organization's members so that they have a clear understanding of what is expected from their role. Once the team is integrated, it is time that the PMO starts to fulfill its duties; in the case for DTJ, provide direct assistance and support to Project Coordinator to improve the organization's overall maturity.

#### **4.5.4. Transition into normal operation**

This final step plays a determinant role, as it will make visible whether the three (3) previous stages and all the work done so far, has been successful or not. Every process of organizational change, demands the involvement and supervision of the organization's authorities and personnel. In this case, DTJ's leaders and certain team members will be procuring the successful establishment of the new organizational structure. However, it is necessary that everyone involved in this process, starts to transition into normal operation, hoping that the PMO is now able to work independently and effectively. However, this does not mean that the communication and coordinated work will be paused or stopped; quite the opposite. In this sense, it is of utmost importance that there be developed a schedule of regular meetings, mechanisms and appropriate communication channels between the DTJ's PMO and the rest of the organization members. Communication templates as well as reporting templates are very important tools that all team leaders should be trained to use and understand. Finally, a methodology to constantly review and assess the PMO's operations and performance must be developed, socialized among team members and the

organization's leaders. This would be of high value to the organization's efforts to effectively address its weaknesses to improve its maturity level; and to ultimately make the PMO current and relevant to the organization and its strategic goals.

## **5. CONCLUSIONS**

The general objective of this FGP focused on the development of a Project Management Office (PMO) proposal for DTJ Foundation in order to maximize and optimize the results of the projects executed by the organization. A series of activities were conducted in order to meet this goal and from their results it can be concluded the following:

1. The application of the Lean Six Sigma maturity assessment model to DTJ Foundation, opened the opportunity to recognize the organization's current strengths, weaknesses, improvement areas and needs. In this sense, the results showed, that DTJ has a relatively low maturity level depicting a maturity index of two (2) -on a scale from one (1) to five (5) being the highest maturity level. On the other hand, the results also showed that the organization's strength relies on its strong leadership, which was highly recognized by the great majority of participants during this exercise, confirming the results from previous similar self-evaluations conducted by the organization. The fact that leadership is the most evident strength in DTJ is of pivotal relevance and adds great value to the purpose of this FGP because the organization's leaders have clearly expressed and demonstrated their commitment towards supporting the aforementioned proposals. In this sense, the various weaknesses that have been identified, were closely analyzed and openly discussed, which gave the opportunity to highlight and determine the most urgent needs and areas to be appropriately addressed. The participants decided that the development of organizational standards, procedures and templates has been the greatest priority of DTJ since its foundation and therefore, should be urgently addressed.

2. Based on the discussion and analysis of the maturity assessment self-evaluation results, it was concluded that DTJ does in fact need a PMO to improve its maturity level and satisfy its various basic needs that have not been properly addressed so far. In this sense, the review of different PMO structures from the perspective of DTJ's current state and simple organizational structure, lead to defining that the most suitable PMO style would be one that plays a supportive role, rather than auditing or controlling.
3. Once the Supporting PMO structure was chosen as the best fit for DTJ, the identification of its roles and initial responsibilities was conducted. The focus was set on satisfying the organization's urgent need of having a set of standards, templates and project management methodologies. However, it has been proposed to keep it simple and not making a complex process out of it.
4. The development of this FGP presented itself as the perfect opportunity to review the organization as a whole. Besides the consensus on the need to establish a PMO within the organizational structure of DTJ, it was also decided to restructure the current position of 'Project Coordinator & Legal Adviser' by separating their functions and creating two (2) independent positions. This is one of the greatest successes of this project, as its results convinced the organization's members that DTJ has evolved and that it was of pivotal importance and urgency to review its organizational structure to see if it was satisfying its needs. This decision is closely related to the authorities' interest and commitment to support the establishment of a new PMO because they realized that the current overloaded position of 'Project Coordinator & Legal Adviser' was going to directly affect the PMO's role and results. Additionally, the decision of placing the PMO under the supervision of the Executive Director, who happens to be the author of this FGP, will without a doubt facilitate the PMO's establishment process.
5. The proposal of creating a PMO within DTJ to strengthen and improve the organization's overall efficiency and maturity would not be complete if it was not accompanied by a simple implementation plan that presents the different

steps that should be taken to achieve success in this endeavor. As the proposed implementation plan consists of rather short and simple steps, it is expected to facilitate its execution and constant review to identify any necessary change or adequation.

## **6. RECOMMENDATIONS**

Based on the research and the results of the various activities conducted as part of this FGP, the following actions are recommended:

1. The PMO should conduct a yearly organizational maturity assessment in order to ensure that the most relevant needs and weaknesses are being properly addressed and that there are no setbacks of areas previously identified as strengths.
2. The proposed type of PMO structure should be reviewed preferably in six (6) months, which is the timeframe that has been given to the PMO for the successful achievement of its initial responsibilities. If the review shows that DTJ needs a PMO with a higher level of influence than just a mere supportive figure, the necessary adjustments should be made and thoroughly socialized, consulted and validated with the organization's team members and executive members.
3. The Board of Directors together with the Executive Director and the PMO Manager should make a thorough evaluation of the PMO's results after its first semester of work and make any necessary adjustments, while being open to the possibility of incorporating other responsibilities or roles.
4. Considering the important changes that the organizational structure of DTJ is likely to suffer, the job descriptions of the new positions of Project Coordinator, Legal Adviser and PMO Manager must be prepared with great detail and attention. This activity takes more relevance in the present time, as DTJ is currently preparing its work plan for 2019 and also because the three (3) positions are likely to be filled in the short term.
5. The Executive Director with the guidance and support of the Board of Directors should be the leader in further developing and applying the PMO



implementation plan in DTJ Foundation. Additionally, it is of outmost importance to ensure the financial sustainability of this project to prevent it from turning into a mere expression of excitement and hope.

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## 8. APPENDICES

### Appendix 1: FGP Charter

<b>PROJECT CHARTER</b>	
<b>Formalizes the project start and confers the Project Manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.</b>	
<b>Date</b>	<b>Project Name:</b>
May 14 <sup>th</sup> , 2018	Proposal for setting up a Project Management Office for the Democracy Transparency Justice Foundation (DTJ Foundation) in El Salvador
<b>Knowledge Areas / Processes</b>	<b>Applicacion Area (Sector / Activity)</b>
<p><b>Knowledge areas:</b> Project Integration Management, Scope Management, Time Management, Cost Management, Quality Management, Human Resources Management, Communications Management, Risk Management, Procurement Management and Stakeholder Management</p> <p><b>Process groups:</b> Initiation, Planning, Execution, Monitoring &amp; Controlling and Closing</p>	Non-Governmental Organization
<b>Start date</b>	<b>Finish date</b>
May 14 <sup>th</sup> , 2018	October 26 <sup>th</sup> , 2018
<b>Project Objectives (general and specific)</b>	
<p><b>General Objective:</b> To develop a Project Management Office proposal for the DTJ Foundation in order to maximize and optimize the results of the projects executed by the NGO.</p> <p><b>Specific Objectives:</b></p> <ol style="list-style-type: none"> <li>1. To assess the maturity level of DTJ Foundation, in order to determine the project management strengths, improvement areas and needs.</li> <li>2. To analyze the different PMO types in order to recommend the most suitable for DTJ Foundation.</li> <li>3. To propose the roles and responsibilities to be assigned to the PMO in order to evaluate its efficiency.</li> <li>4. To determine the appropriate location of the proposed PMO within the existing management structure of DTJ Foundation, in order to prioritize its functions on the management structure.</li> <li>5. To propose a PMO implementation plan for DTJ Foundation including the sequence of main steps required to fulfill it, in order to measure its performance and improve it.</li> </ol>	
<b>Project purpose or justification (merit and expected results)</b>	
<p>The DTJ Foundation currently does not have a PMO to ensure an effective execution of the projects it manages. Due to a low budget, DTJ Foundation has only been able to afford junior unexperienced Project Coordinators to manage specific projects. Being a small NGO in El Salvador, around 30% of its annual budget comes from project grants, mainly from the United States Agency for International Development (USAID) and other international cooperation agencies. These sponsors are demanding excellence from their grantees and in order to fulfill their requirements, grantees, such as the DTJ Foundation, find themselves constantly struggling to complete the mandatory documentation and reports, as well as the project activities due to the lack of a proper PMO, with experienced professionals, that focuses on the maximization and optimization of all projects' results.</p> <p>The author of this FGP works as the Executive Director at DTJ Foundation and since she is currently at the final stages of the Master's Degree in Project Management, this moment is a valuable opportunity to make a proposal to create an effective PMO that addresses the organization's current and future needs in this important field of work.</p> <p>With the establishment of a PMO, it is expected that the DTJ Foundation will be better prepared to excell at project execution, optimizing and maximizing the results of any project. Additionally, strengthening its organizational development, would open up</p>	

a new sea of project opportunities and would make the Foundation more attractive to other donors or cooperation agencies.

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

The project final deliverable will be a PMO proposal for DTJ Foundation.

### Assumptions

It is assumed that DTJ Foundation will allow to do the FGP within the organization.  
 It is assumed that DTJ Foundation will provide all the required information to perform the analysis.  
 It is assumed that the project can be completed in three months.  
 It is assumed that the project can be executed by one person.

### Constraints

Time: Three months  
 Resources: One person (Project Manager)

### Preliminary risks

List the main risks identified at current stage.

Write as follows: If (cause), might (effect), impacting (Scope, time, cost, quality, etc.)

1. If the schedule for milestone completion is not adhered to, the project management plan may not be completed in the three months.
2. If support by the supervisor is not prompt, the PMO proposal might not be completed in a timely manner.

### Budget

Budget will constitute of financial resources required to print, bind and ship the Final Graduation Project to Costa Rica.

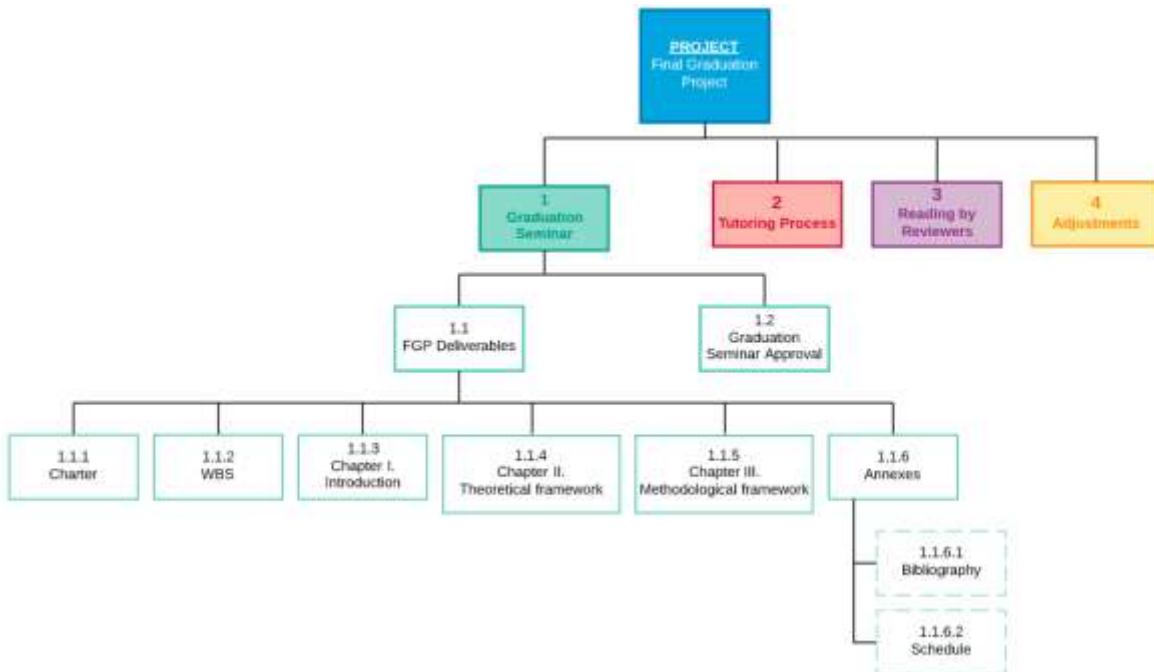
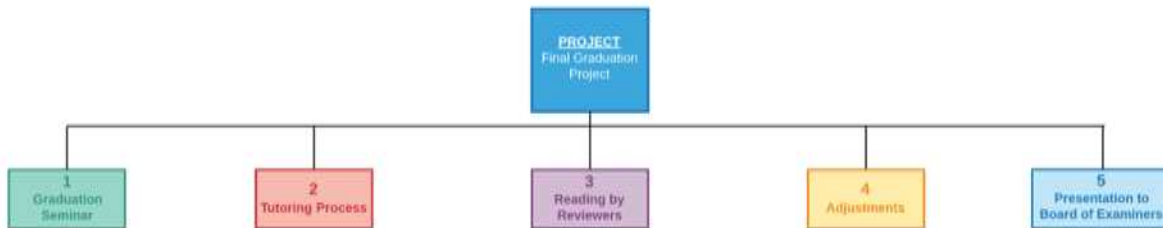
### Milestones and dates

Milestone	Start date	End date
Project Start	14 May 2018	14 May 2018
Project Charter	14 May 2018	20 May 2018
WBS	14 May 2018	20 May 2018
Chapter I: Introduction Chapter	21 May 2018	27 May 2018
Chapter II: Theoretical Framework	28 May 2018	3 June 2018
Chapter III: Methodological Framework	4 June 2018	10 June 2018
Executive Summary	11 June 2018	17 June 2018
Annexes – Bibliography, Indexes	11 June 2018	17 June 2018
Signed Charter – Approval	11 June 2018	17 June 2018
Tutoring	18 June 2018	16 September 2018
Previous Chapters Adjustments	18 June 2018	24 June 2018
Chapter IV: Development (Results)	25 June 2018	2 September 2018
Chapter V: Conclusions	1 September 2018	7 September 2018
Chapter VI: Recommendations	2 September 2018	5 September 2018
Tutor Approval	14 September 2018	14 September 2018
FGP Submission to Reviewers	19 September 2018	19 September 2018
Review	24 September 2018	5 October 2018
Adjustments	8 October 2018	19 October 2018
Presentation to Board	22 October 2018	26 October 2018

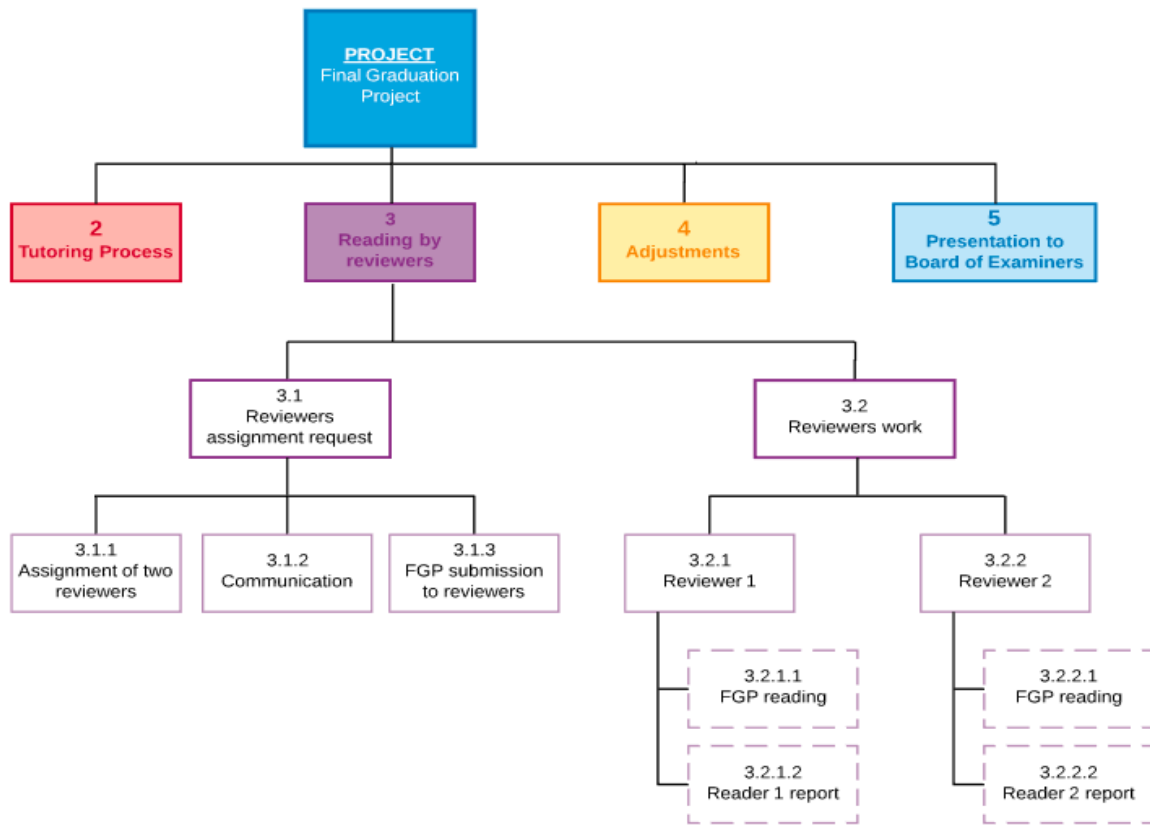
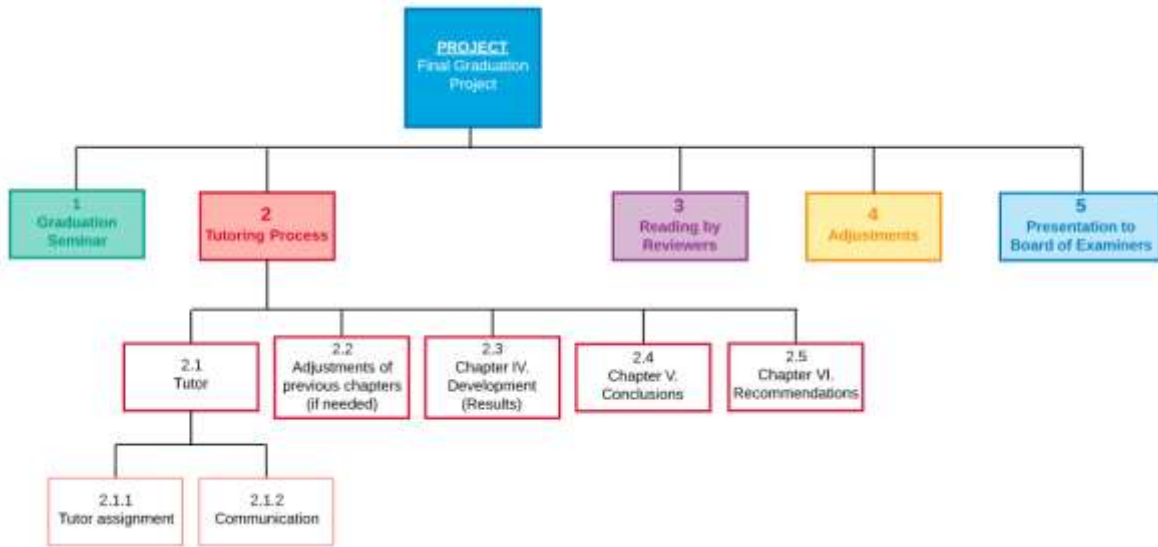
<b>Relevant historical information</b>	
<p>In 2016, DTJ Foundation Board of Directors and employees did a Strategic Plan for the next three years (2016-2019). This plan has been partially implemented. In October of 2017, DTJ Foundation did a series of Organizational Development sessions with the help of expert facilitators. The main result was a self-analysis done by all the employees, which was based on the detailed study of the Foundation's current status on six pillars: Leadership and Strategic Management, Project and Programs Management, Financial Administration and Accountance, Financial Sustainability, Human Resources and Materials, and Communications and External Affairs. One of the main conclusions drawn from the final report of this exercise, was that DTJ Foundation presents a wide room for improvement in the "Project and Programs Management" area, especially since none of the current employees has formal education on Project Management.</p>	
<b>Stakeholders</b>	
<p><b>Direct stakeholders:</b>  FGP Lecturer – Mr. Carlos Brenes  Tutor – To be determined  Project Manager – Karla Sofía Flores Cruz</p> <p><b>Indirect stakeholders:</b>  Academic Assistant – Sofía Gómez  Reviewers  Classmates</p>	
<b>Project Manager:</b> Karla Sofía Flores Cruz	<b>Signature:</b>
<b>Authorized by:</b> Carlos Brenes	<b>Signature:</b>

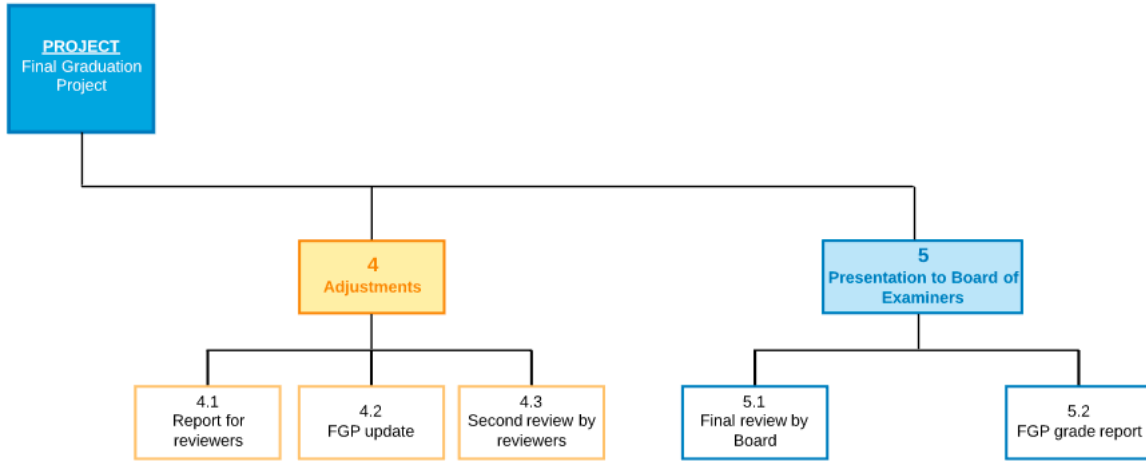
## Appendix 2: FGP Work Breakdown Structure (WBS)

The following figures show the WBS that was proposed during the Graduation Seminar in order to complete the elaboration of this FGP. The approved WBS depicts the tasks from the complete FGP life cycle, starting from the Graduation Seminar and ending with the presentation to Board of Examiners. All of these tasks have been completed accordingly in order to complete this project.









### Appendix 3: FGP Schedule

ID	Tasks	Title	Given Start	Earliest Start	Expected End	Expected Duration	Predecessors	Q2 / 2018			Q3 / 2018			Q4 / 2018				
								4	5	6	7	8	9	10	11			
0	▼	Final Graduation Project	5/14/18	10/26/18	6 months ?			Final Graduation Project										
1	○	FGP Start	5/14/18	5/14/18				FGP Start										
2	○	1. Graduation Seminar	5/14/18	6/17/18	1.2m?	1		1. Graduation Seminar										
3	○	▼ 1.1 FGP Deliverables	5/14/18	6/17/18	1.2m?			1.1 FGP Deliverables										
4	○	1.1.1 Project Charter	5/14/18	5/20/18	1 week ?			1.1.1 Project Charter										
5	○	1.1.2 WBS	5/14/18	5/20/18	1 week ?			1.1.2 WBS										
6	○	1.1.3 Chapter I: Introduction	5/21/18	5/27/18	1 week ?	4; 5		1.1.3 Chapter I: Introduction										
7	○	1.1.4 Chapter II: Theoretical Framework	5/28/18	6/3/18	1 week ?	6		1.1.4 Chapter II: Theoretical Framework										
8	○	1.1.5 Chapter III: Methodological Framework	6/4/18	6/10/18	1 week ?	7		1.1.5 Chapter III: Methodological Framework										
9	○	▼ 1.1.6 Annexes	6/11/18	6/17/18	1 week ?			1.1.6 Annexes										
10	○	1.1.6.1 Bibliography	6/11/18	6/17/18	1 week ?	8		1.1.6.1 Bibliography										
11	○	1.1.6.2 FGP Schedule	6/11/18	6/17/18	1 week ?	8		1.1.6.2 FGP Schedule										
12	○	1.2 Graduation Seminar Approval	6/11/18	6/17/18	0 days ?	8; 10; 11		1.2 Graduation Seminar Approval										
13	○	▼ 2. Tutoring Process	6/18/18	9/18/18	3.2m?			2. Tutoring Process										
14	○	▼ 2.1 Tutor	6/18/18	6/21/18	4 days ?			2.1 Tutor										
15	○	2.1.1 Tutor assignment	6/18/18	6/20/18	3 days ?			2.1.1 Tutor assignment										
16	○	2.1.2 Communication	6/18/18	6/21/18	1 day ?	15		2.1.2 Communication										
17	○	2.2 Adjustments of previous chapters (if needed)	6/18/18	6/24/18	1 day ?	15; 16		2.2 Adjustments of previous chapters (if needed)										
18	○	2.3 Chapter IV: Development (Results)	6/25/18	9/2/18	2.5m?	17		2.3 Chapter IV: Development (Results)										
19	○	2.4 Chapter V: Conclusions	9/1/18	9/7/18	1 week ?	18		2.4 Chapter V: Conclusions										
20	○	2.5 Chapter VI: Recommendations	9/2/18	9/5/18	2 days ?	18		2.5 Chapter VI: Recommendations										
21	○	▼ 3. Reading by reviewers	9/10/18	10/5/18	3.2w?			3. Reading by reviewers										
22	○	▼ 3.1 Reviewers assignment request	9/10/18	9/19/18	4 days ?			3.1 Reviewers assignment request										
23	○	3.1.1 Assignment of two reviewers	9/14/18	9/14/18	1 day ?			3.1.1 Assignment of two reviewers										
24	○	3.1.2 Communication	9/14/18	9/19/18	3 days ?	23		3.1.2 Communication										
25	○	3.1.3 FGP submission to reviewers	9/19/18	9/19/18	0 days ?	23; 24		3.1.3 FGP submission to reviewers										
26	○	▼ 3.2 Reviewers work	9/19/18	10/5/18	2 weeks ?			3.2 Reviewers work										
27	○	▼ 3.2.1 Reviewer 1	9/24/18	10/5/18	2 weeks ?			3.2.1 Reviewer 1										
28	○	3.2.1.1 FGP reading	9/24/18	9/28/18	1 week ?			3.2.1.1 FGP reading										
29	○	3.2.1.2 Reader 1 report	10/1/18	10/5/18	1 week ?	25; 26		3.2.1.2 Reader 1 report										
30	○	▼ 3.2.2 Reviewer 2	9/24/18	10/5/18	2 weeks ?			3.2.2 Reviewer 2										
31	○	3.2.2.1 FGP reading	9/24/18	9/30/18	1 week ?			3.2.2.1 FGP reading										
32	○	3.2.2.2 Reader 2 report	10/1/18	10/5/18	1 week ?	25; 31		3.2.2.2 Reader 2 report										
33	○	▼ 4. Adjustments	10/8/18	10/19/18	2 weeks ?	29; 32		4. Adjustments										
34	○	4.1 Report for reviewers	10/8/18	10/10/18	3 days ?			4.1 Report for reviewers										
35	○	4.2 FGP update	10/10/18	10/15/18	3 days ?	34		4.2 FGP update										
36	○	4.3 Second review by reviewers	10/19/18	10/19/18	1 day ?	34; 35		4.3 Second review by reviewers										
37	○	▼ 5. Presentation to Board of Examiners	10/22/18	10/26/18	1 week ?			5. Presentation to Board of Examiners										
38	○	5.1 Final review by Board	10/22/18	10/26/18	1 week ?			5.1 Final review by Board										
39	○	5.2 FGP grade report	10/26/18	10/26/18	0 days ?	38		5.2 FGP grade report										

## Appendix 4: Level of maturity assessment questionnaire



### DTJ Foundation's Maturity Assessment Questionnaire

*This questionnaire is intended to assess DTJ Foundation's maturity level based on 12 parameters proposed by the Lean Six Sigma methodology.*

*INSTRUCTIONS: Carefully read each of the 12 questions and the 5 given answers and make a "x" on the [ ] of the answer you consider that best describes the organization's current state.*

#### Leadership alignment

1. *A strong and determined leadership is required for the improvement process of a company. In your opinion, do you think DTJ Foundation's leadership has demonstrated an alignment to process improvement?*
  1. [ ] No leadership alignment for process improvements.
  2. [ ] Leadership is somewhat aligned with process improvements, but visible and active selection and review of projects are not in place. No trained and committed resources available to support projects.
  3. [ ] Leadership aligned with process improvements, visible and active selection and review of projects. No resources available to support projects.
  4. [ ] Leadership is aligned with vital few metrics, visible selection and review of projects. Some trained resources available.
  5. [ ] Trained and committed resources supporting projects.

#### Leadership approach toward Lean

2. *Do you think that the leadership of DTJ Foundation has a good grasp and understanding of the Lean approach to maximizing productivity?*
  1. [ ] Company executives demonstrate no understanding of the Lean approach.
  2. [ ] Executives demonstrate an understanding of Lean approach.
  3. [ ] Executives demonstrate an understanding of Lean but do not have full faith.
  4. [ ] Executives demonstrate good understanding and have faith in Lean. Leadership committed but not prepared for accelerated biz improvement.
  5. [ ] Senior executives have full understanding and faith in Lean: leadership prepared for accelerated biz improvement.

#### Employee involvement

3. *Are DTJ Foundation's employees involved in the decision-making process regarding any efforts to improve the organization's approach to process improvement?*
  1. [ ] Little or no involvement in process improvements.
  2. [ ] Involvement of people in process improvements to some extent and people are eager to work in teams.
  3. [ ] People from cross-functional teams whenever a problem arises.
  4. [ ] Quality improvements problem solving and corrective action teams in place. 25 to 50% of employees involved in teams.
  5. [ ] 50% or more involved in teams; open access to top management; empowered to stop the process for quality.





#### Training

4. Does DTJ Foundation provide training or any form of education geared towards process improvement, especially when relating project management?
1.  No training on Lean tools or quality improvement tools methodologies or even concepts.
  2.  Few team members have heard about different concepts of improvement methodology but not formally trained.
  3.  Team members are trained in some basic concepts like 5s, Lean overview, 7 QC tools.
  4.  Team members have good understanding of process improvement methodologies.
  5.  More than 5% of employee time devoted to training and implementing improvements.

#### Process capability

5. How does DTJ Foundation use the Sigma levels Index in its capability process assessment?
1.  The area of assessment has sigma level less than or equal to 1, for its most critical process.
  2.  The area has sigma level greater than 1 but less than or equal to 2.
  3.  The area has sigma level greater than 2 but less than or equal to 4.
  4.  The area has sigma level greater than 4 but less than 6.
  5.  The area has sigma level greater or equal 6. Cpk is greater than or equal to 2.

#### Approach to errors

6. How does DTJ Foundation generally deal with errors?
1.  Errors will happen; inspect them out; accept cost of scrap and rework; deal with customer complaint.
  2.  Although errors happen but some initial thought prevails to implement or design error free systems using Lean.
  3.  Inspection and Control only; some data collection to regulate variance.
  4.  Inspection, control and improve; data collected to regulate variance.
  5.  Zero-defect quality mindset.

#### Data driven problem solving

7. How accurately and meticulously does DTJ Foundation collect and use data to improve its operations and projects?
1.  Insufficient data available for key processes needing improvement.
  2.  Organization does not use data driven problem-solving methods to a great extent. Data collection processes are not systematic and in place.
  3.  Organization uses data driven problem-solving methods. Data collection is systematic and efficient, although MSA not done extensively.
  4.  MSA is done extensively and people know the tools needed to analyze data.
  5.  Organization uses data driven problem solving methods across the spectrum.

#### Continuous Improvement (CI) Methodologies

8. What methodologies are used by DTJ Foundation to guarantee continuous improvement?
1.  No formalized improvement methods exist. No evidence of employees, or managers concerned about CI.
  2.  Improvements reactive - usually come from management, engineering, supervision or when a customer complaint is received. Some training started in problem solving.
  3.  Some improvement methodology evident; teams sometimes used to develop solutions. CI training supported by management.
  4.  CI used to advance company. All associates trained. Open documentation and dashboards used to track improvements tied to dollar savings.





5.  Methods such as PDCA are known and used by all employees; CI is part of the company culture.

#### Standard work

9. *Does DTJ Foundation have and use standard work procedures to ensure the consistent quality in the delivery of projects?*
1.  No standard work procedures exist. No understanding of the connection between CI and work standards.
  2.  Some standard work procedures exist to show how the process made, materials flow and administrative process function but are current nor displayed. Thinking of internal.
  3.  All standard work procedures can be seen in most areas. Process owners know the what, why, and how of their areas. Ownership taken to use standards and keep them current.
  4.  Standard procedures are current and posted in appropriate areas.
  5.  Employees have a quick and free access to all standard work CI to operations reflected in procedures.

#### Value Stream Mapping (VSM)

10. *Does the organization use mapping as a tool for future improvements?*
1.  No process is mapped according to the value stream.
  2.  An understanding of VSM is evident. Some attempts have been made to map a simple process.
  3.  A number of people have been trained in VSM, some processes mapped. No improvement.
  4.  Most understand value of VSM. Mapping has uncovered opportunities for improvement. Action plans are in place. Rapid improvement blitzes preceded by VSM.
  5.  Most processes mapped with results of action plans recorded.

#### Accounting support to Lean

11. *Does DTJ Foundation's accounting system support Lean?*
1.  Accounting systems provides basic financial based on cost accounting. There is little awareness of accounting's role in support Lean initiatives.
  2.  There is an awareness that accounting has a role in Lean. Some staff has been trained and initial analysis has been undertaken.
  3.  All key staff has been trained. Pilot project has begun; department targeting waste in its processes.
  4.  Key value streams are using Lean. Decisions are being made using Lean financial data. Some initial investigation to review current standard cost methods.
  5.  Accounting system provides financial data based on measurements at the value stream level and provide support for Lean.

#### 5S/Housekeeping

12. *Is the current condition of DTJ Foundation's work place conducive for workers development and boost of workers confidence and pride?*
1.  Disruptive and messy, no formal workplace organization standards in place. No order, area untidy.
  2.  Company aware of 5S principles but no training underway. Nonroutine cleaning takes place.
  3.  Most areas have begun 5S. Materials have permanent positions, cleaning schedule followed. Team investigation root causes of disorder. Employees participate, support, understand and do most cleaning.
  4.  Audit teams assess 5S standards. All areas working on standardizing processes. Evidence of employee pride.
  5.  Clean, orderly, self-maintained; always "tour ready."

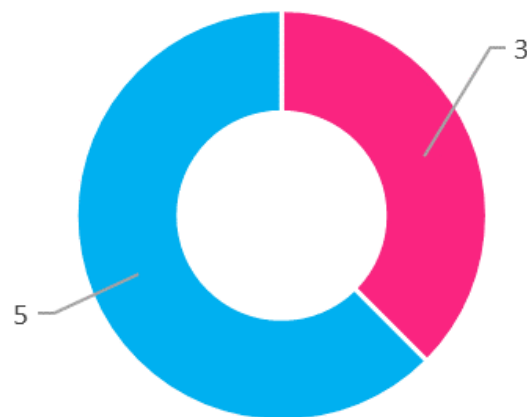


## Appendix 5: DTJ Foundation's maturity assessment results per parameter

The following are the total number of answers given to each of the parameters, based on the responses to the questionnaire that was distributed to 8 participants.

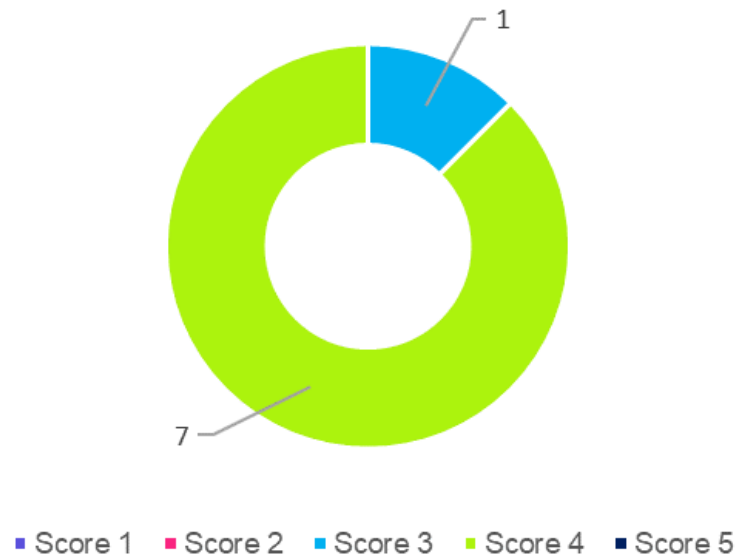
#	Parameter	Score 1	Score 2	Score 3	Score 4	Score 5
1	Leadership alignment		3	5		
2	Leadership approach toward LSS			1	7	
3	Employee involvement		7	1		
4	Training	1	6	1		
5	Process capability	5	3			
6	Approach to errors	4	4			
7	Data-driven problem solving	1	5	2		
8	Continuous Improvement (CI) methodologies		5	3		
9	Standard work	5	3			
10	Value Stream Mapping (VSM)	8				
11	Accounting support to LSS	1	7			
12	5S/Housekeeping	2	6			

### 1. Leadership alignment

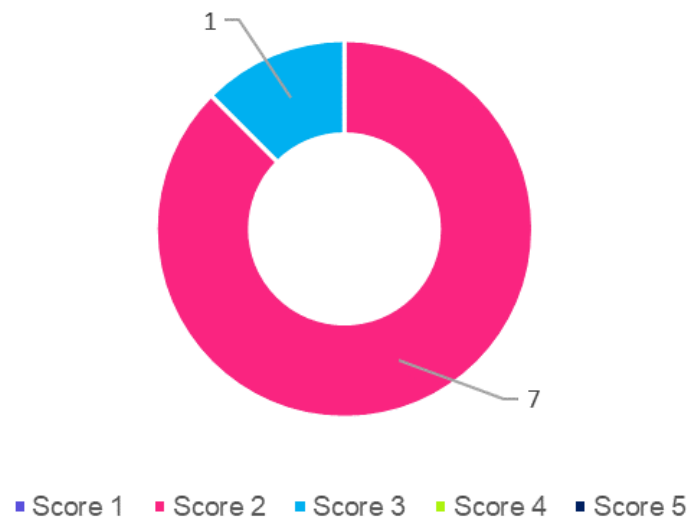


■ Score 1 ■ Score 2 ■ Score 3 ■ Score 4 ■ Score 5

## 2. Leadership approach toward LSS

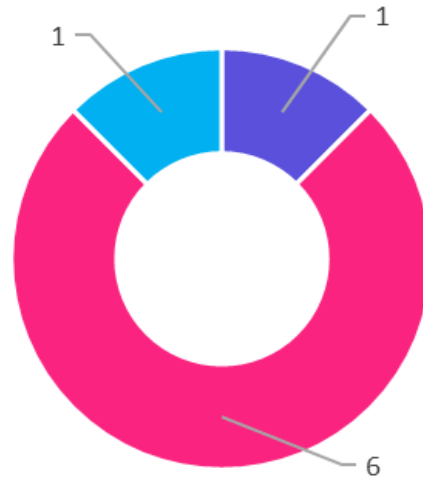


## 3. Employee involvement



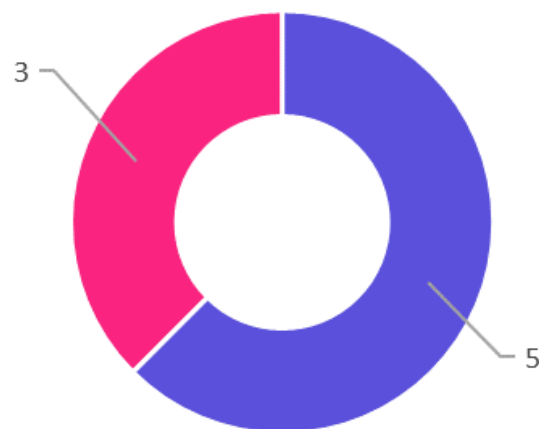


#### 4. Training



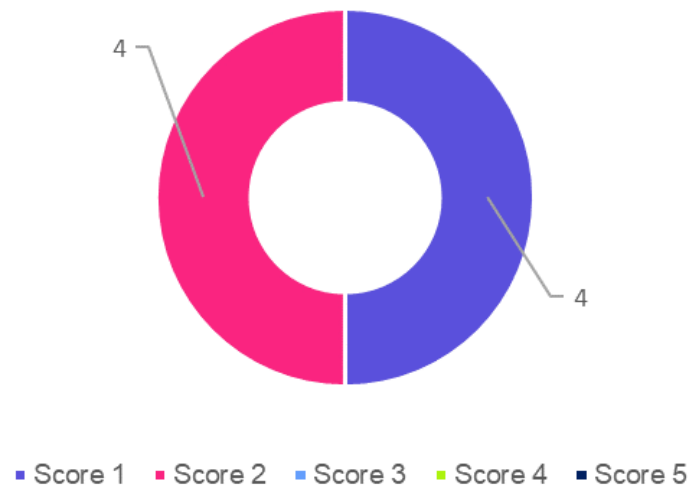
■ Score 1 ■ Score 2 ■ Score 3 ■ Score 4 ■ Score 5

#### 5. Process capability

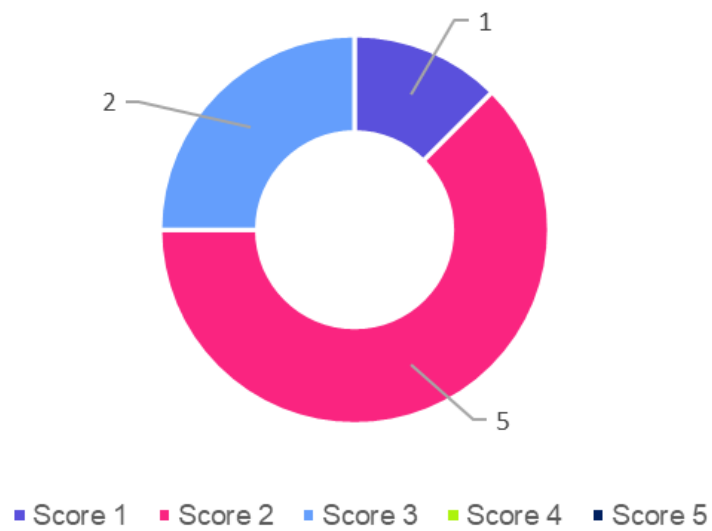


■ Score 1 ■ Score 2 ■ Score 3 ■ Score 4 ■ Score 5

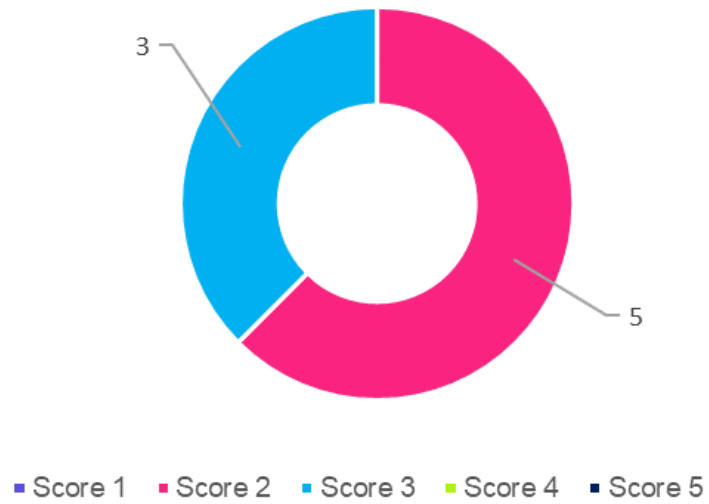
## 6. Approach to errors



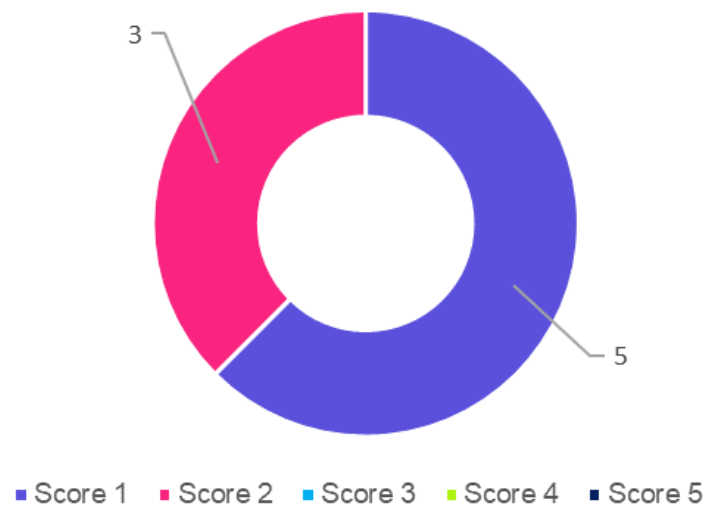
## 7. Data-driven problem solving



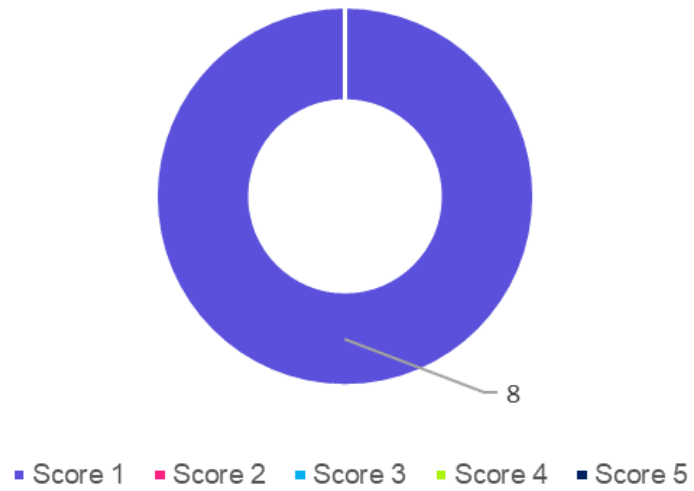
## 8. Continuous Improvement (CI) methodologies



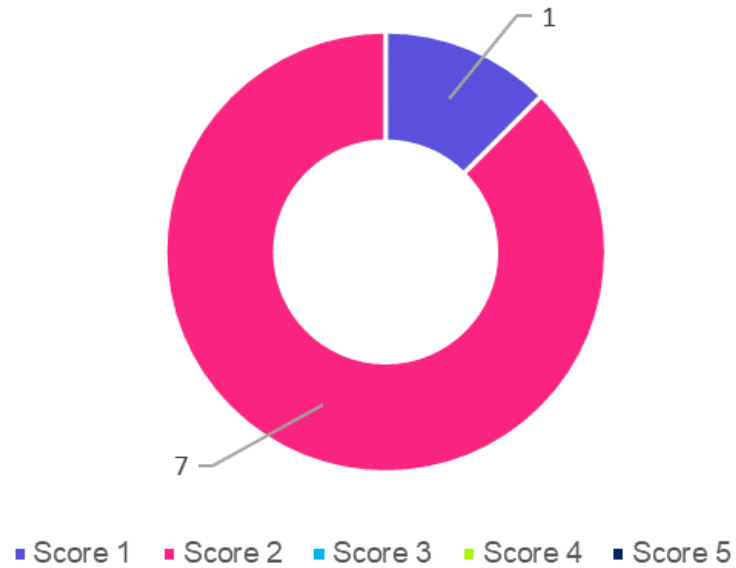
## 9. Standard work



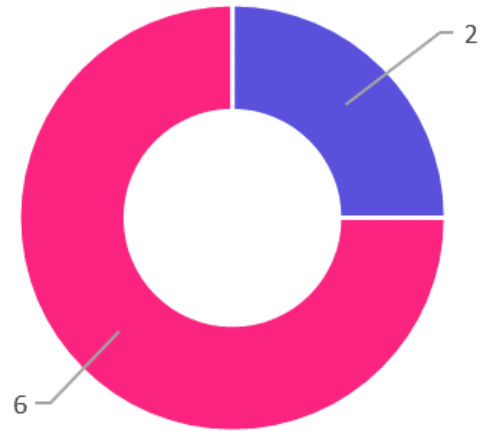
## 10. Value Stream Mapping (VSM)



## 11. Accounting support to LSS



## 12. 5S/Housekeeping



■ Score 1 ■ Score 2 ■ Score 3 ■ Score 4 ■ Score 5

**Appendix 6: DTJ's "Organizational Development Diagnosis Report"**




FUNDACION DTJ  
DEMOCRACIA-TRANSPARENCIA-JUSTICIA

INFORME DE AUTO-EVALUACIÓN DE  
DESARROLLO ORGANIZACIONAL

PROYECTO DERECHOS Y DIGNIDAD  
COUNTERPART INTERNATIONAL

12/SEPTIEMBRE/2017



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## DATOS DE LA ORGANIZACIÓN

<b>Nombre de la Organización</b>	Fundación Democracia Transparencia Justicia (DTJ)
<b>Nombre del Directora Ejecutiva</b>	Sofia Flores Cruz
<b>Correo electrónico</b>	sfloresc@fundaciondtj.org
<b>Teléfono</b>	2250-0403/ 2250-0444/ 7886-6770
<b>Fecha de evaluación</b>	10 y 11 de agosto de 2017
<b>Duración del proceso</b>	2 días
<b>Facilitador principal</b>	Tatyana Venegas
<b>Facilitadores de apoyo</b>	Lilian Acevedo, Jorge Quinteros

## PARTICIPANTES DE LA AUTOEVALUACIÓN

<b>Total</b>				8			
<b>Masculino</b>	1	<b>Femenino</b>	7	<b>Otro</b>	0		
<b>Edad</b>							
<b>15-24 años</b>	2	<b>25-39</b>	3	<b>40-64</b>	3	<b>Más de 65</b>	0

<b>Nombre</b>	<b>Cargo</b>
Claudia Umaña Araujo	Presidenta de la Fundación
Sofia Flores Cruz	Directora Ejecutiva
Eva López	Coordinadora de Proyectos
Meybel Lobo	Coordinadora de Comunicaciones
Cecilia de Hernández	Asistente administrativa
Ulises Martínez	Contador
Marielos Flores	Pasante
Gabriela Domínguez	Pasante



## RESUMEN DE CALIFICACIÓN – ORGANIZACIÓN

### Promedio por pilares

Pilar	Entendimiento	Completado
Liderazgo y dirección estratégica	3.5	3.0
Gestión de programas y/o proyectos	2.5	1.7
Administración financiera y contabilidad	2.8	2.4
Sostenibilidad financiera	2.0	1.0
Recursos humanos y materiales	2.2	1.8
Comunicación y relaciones externas	3.3	2.9
Promedio total	2.7	2.1

### Detalle para los 6 pilares

No.	Pilares	Entendimiento	Completado
<b>1. Liderazgo y dirección estratégica</b>			
1.1	Registro Legal ☺☺	4.0	4.0
1.2	Cuerpos Directivos ☺☺	3.5	3.0
1.3	Plan Estratégico	3.5	3.0
1.4	Cultura Organizacional	3.0	2.0
<b>2. Gestión de programas y/o proyectos</b>			
2.1	Diseño y Planificación de Programas y/o Proyectos	3.0	2.0
2.2	Implementación de Programas y/o Proyectos	3.0	2.5
2.3	Gestión del Conocimiento	2.0	1.0
2.4	Capacidad Técnica para Implementar el Enfoque de Género e Inclusión Social	3.0	2.5
2.5	Participación Social	3.5	3.0
2.6	Incidencia	3.0	2.5
2.7	Programa de Investigación de Temáticas Relevantes a la Situación de DDHH	3.0	1.0
2.8	Programa de Formación y Capacitación	3.0	2.5
2.9	Programa de Asistencia Legal y Acompañamiento a Casos de Violaciones de DDHH	1.0	0.0
2.10	Programa de Atención Integral y Humanitaria a Víctimas de Violación de DDHH	NA	NA
2.11	Políticas, Procedimientos y Formatos para Otorgar Subvenciones	0.0	0.0
<b>3. Administración financiera y contabilidad</b>			
3.1	Políticas, Procedimientos, Formatos y Reportes de Administración Financiera ☺☺	3.0	2.5
3.2	Sistemas de Administración de Efectivo ☺☺	3.0	2.5
3.3	Inventario ☺☺	3.0	2.5
3.4	Manual de Adquisiciones y Políticas de Contratación ☺☺	2.0	2.0
<b>4. Sostenibilidad financiera</b>			
4.1	Planificación de la Sostenibilidad Financiera	2.0	1.0
4.2	Diversificación de Fuentes de Financiamiento	2.0	1.0
4.3	Gestión de Sostenibilidad Financiera	2.0	1.0
4.4	Relación con Donantes	3.0	2.0
4.5	Tarifas de Servicios y Productos	1.0	0.0
<b>5. Recursos humanos y materiales</b>			
5.1	Administración del Personal ☺☺	2.0	1.5

No.	Pilares	Entendimiento	Completado
5.2	Políticas para Proceso de Contratación y Terminación de Relación Laboral ☼	2.0	1.5
5.3	Términos de Empleo ☼	2.0	1.0
5.4	Desarrollo del Personal ☼	2.5	2.0
5.5	Recurso Humano Complementario	2.5	2.5
5.6	Instalaciones / Equipo	3.0	2.5
5.7	Política y Procedimientos de Oficina ☼	2.5	2.0
5.8	Plan de Seguridad y Protección	1.0	1.0
<b>6. Comunicación y relaciones externas</b>			
6.1	Estrategia de Comunicación Externa	3.0	2.5
6.2	Protocolo de Comunicación Interna y Externa	3.5	3.0
6.3	Productos y Materiales de Comunicaciones	4.0	3.5
6.4	Equipo y Herramientas de Comunicación	3.0	2.5
6.5	Relaciones con Medios	3.5	3.0
6.6	Desarrollo y Participación en Redes, Coaliciones y Alianzas	3.0	3.0

## Referencia de calificaciones

	Descripción general	Entendimiento	Presente / Completado
0	<b>Sin capacidad.</b> No está presente ningún aspecto del estado ideal.	No hay entendimiento	No hay presencia.
1	<b>Principiante.</b> Hay una comprensión mínima del estado ideal y se requieren acciones substanciales para llegar a él.	<i>Entendimiento mínimo.</i>	<i>Incompleto</i> con necesidad de ajustes, aumentos y <i>revisiones sustanciales.</i>
2	<b>En desarrollo.</b> Hay una comprensión parcial del estado ideal, con un número importante de aspectos que resolver.	<i>Entendimiento Parcial</i> del requerimiento, con necesidad de <i>capacitación y consultas significativas</i>	<i>Completo</i> , pero con necesidad de <i>revisiones significativas.</i>
3	<b>Avanzado.</b> Se comprende el estado ideal y se requieren revisiones mínimas.	<i>Entendimiento consistente y parcialmente compartido.</i> Inconsistencias mínimas	<i>Completo</i> , con necesidad de <i>revisiones mínimas.</i>
4	<b>Óptimo.</b> Comprensión total y práctica del estado ideal	<i>Entendimiento total</i>	<i>Completo</i> , NO hay necesidad de revisiones
NA	El elemento a evaluar no aplica para la organización y la organización no está interesada en implementarlo		

## PILAR 1 - LIDERAZGO Y DIRECCIÓN ESTRATÉGICA

Áreas funcionales a evaluar	E <sup>1</sup> .	C <sup>2</sup> .	Comentarios	Mejoras y recomendaciones
<p><b>1. Liderazgo y Dirección Estratégica:</b> El pilar de liderazgo y dirección estratégica se enfoca en cómo se planifican y aprueban la misión, visión, dirección y programación de la organización, con funciones claramente definidas para el personal, la alta dirección y la gerencia. La organización debe definir sus valores, sistemas de gestión y cultura organizacional para guiar el trabajo del personal. Estos sistemas permiten que la organización diseñe e implemente planes estratégicos, identifique prioridades para cumplir con la misión, establezca claramente sus funciones y responsabilidades para alcanzar los objetivos y obtenga el presupuesto necesario para lograrlos. La organización debe promover la capacidad de liderazgo en todos los niveles, y al planificar su futuro, construir la próxima generación de líderes.</p>				
<p><b>1.1. Registro Legal:</b> La organización cuenta con el registro legal apropiado para operar en el país y ha sido constituida con un propósito claro y definido. Todas las actividades de la organización concuerdan con el objetivo legalmente aprobado. La organización debe redactarse una declaración clara y realista de la razón de ser, que describa hacia dónde se quiere ir y cómo se propone llegar. En la declaración se debe exponer el propósito de la organización y cómo todo el personal pula de contribuir para alcanzar los objetivos de la misma.</p>	4.0	4.0	<p>La organización cuenta con el registro legal apropiado para operar en el país. DTJ presentó la documentación en 2011 y obtuvo su inscripción en 2014. Fue constituida con un propósito claro y definido. Todo el personal entiende lo que implica el registro legal y sus responsables.</p>	
<p><b>1.2. Cuerpos Directivos:</b> La organización y cada uno de sus diferentes cuerpos directivos cuentan con una estructura sólida que define claramente su misión, visión y propósito; los roles, responsabilidades y relaciones de sus integrantes; y los mecanismos, normas, estructuras y sistemas de funcionamiento y toma de decisiones. Para los cuerpos directivos se ha establecido la frecuencia y los términos de selección y rotación de miembros. La selección de miembros se fundamenta en el mérito y la capacidad, sin distinción de edad, género u origen étnico. La estructura organizacional es lo suficientemente flexible para adaptarse a los cambios del contexto.</p>	3.5	3.0	<p>La organización cuenta con una Junta Directiva de carácter legal y con los estatutos del Ministerio de Gobernación actualizados. El proceso para pertenecer a la Junta Directiva se describe en los estatutos y también sus roles, responsabilidades y la toma de decisiones.</p> <p>Todos los miembros son seleccionados de acuerdo con los más altos estándares académicos y reconocimiento en el ámbito social y profesional. Los miembros de la Junta tienen definidos sus derechos, y su desempeño es de carácter voluntario. Los miembros de la Junta son abiertos y apoyan en temas particulares. También hay rotación en la membresía del cuerpo directivo.</p> <p>Existe un reglamento interno cuando hay incumplimiento de funciones por parte de los miembros de la Junta. No todos los miembros de la Junta se involucran directamente en las actividades de la organización. No hay un proceso formal de inducción para los nuevos miembros de la Junta, ya que son personas conocidas. No hay nadie en especial que se encargue</p>	

<sup>1</sup> Entendimiento

<sup>2</sup> Completado

Áreas funcionales a evaluar	E <sup>1</sup> .	C <sup>2</sup> .	Comentarios	Mejoras y recomendaciones
			del proceso de inducción, en cambio los demás miembros le informan. Todo el equipo de trabajo participa en reuniones de la Junta, por esta razón todos conocen como funciona.	
<p><b>1.3. Planificación Estratégica:</b> La organización cuenta con un plan estratégico que está orientado a alcanzar la misión y visión. Este plan es el fundamento para el funcionamiento de la organización; se implementa, monitorea y evalúa. Identifica con claridad las funciones y responsabilidades del personal en relación a los objetivos organizacionales. La planificación toma en cuenta el contexto, riesgos, oportunidades, relaciones externas con diferentes actores, posibilidades de financiamiento, estrategias de enfoque de género e inclusión social y acciones estratégicas que ayudarán a la organización a alcanzar su misión.</p>	3.5	3.0	<p>DTJ cuenta con un plan estratégico que está orientado a alcanzar la misión y visión de la organización, y todo el personal lo conoce. En el plan estratégico hay un presupuesto y la organización sabe cómo va desarrollando el plan ya que fue orientado.</p> <p>La organización hizo un FODA, revisaron los objetivos, las líneas de acción y la visión y misión. Basado en este, se elaboró el Plan operativo y las acciones estratégicas de alto impacto. Han hecho mucho hincapié en los procedimientos para seguir siendo elegibles para la cooperación internacional. Hay una plantilla que les permite hacer las revisiones del Plan anual, año con año. Dentro de la Junta Directiva hay personas responsables para revisar temas bien específicos y relacionados a su conocimiento, pero son deficientes por la poca disponibilidad de tiempo de los miembros. Entonces, la ejecución del plan anual por lo general es la responsabilidad del personal con insumos de la Junta.</p> <p>Continuamente hacen revisiones para saber si están marchando de acuerdo con el plan estratégico y luego esta información les ayuda a diseñar la memoria de labores. Sin embargo, DTJ no tiene procesos formales estadísticos.</p>	
<p><b>1.4. Cultura organizacional:</b> La organización conoce, aplica y se adhiere a los valores institucionales. Existen líneas claras de autoridad, toma de decisiones y comunicación interna. La organización posee un plan claro para construir la nueva generación de líderes sin distinción de etnia, edad y/o género.</p>	3.0	2.0	<p>El personal de DTJ conoce sus valores organizacionales: transparencia, honestidad, respeto, etc. Los viven desde la Junta Directiva hasta los empleados y los proyectan a la población. La organización cuenta con un organigrama actualizado, que refleja los roles que desempeñan cada uno/a, aunque en la práctica como el equipo de trabajo es reducido en ocasiones es necesario apoyar en tareas puntuales que están afuera de las funciones propias que cada uno/a tiene.</p> <p>Hay respeto a la jerarquía. El personal conoce claramente las líneas de autoridad. Las decisiones se toman de manera colegiada, y la Junta Directiva siempre está dispuesta a ayudarlos. Todos conocen a quién le corresponde hacer qué y saben cuándo hay que pedir autorizaciones. El personal nuevo en la organización es orientado hacia qué línea jerárquica buscar para la toma de decisiones. Las reuniones semanales sirven como mecanismo para aclarar dudas y asegurar que todos están en la misma página.</p> <p>En cuanto a la descripción de los puestos de trabajo, existe coherencia entre lo que está escrito en el perfil, pero el equipo además realiza - cuando se requiere - tareas adicionales a las asignadas en su perfil. Esto se debe a que el número de empleados/as es poco y todos hacen de todo. Hay sobrecarga de trabajo.</p>	<p>La organización necesita redefinir conceptos, ideas y procedimientos para llenar los vacíos que tienen, como el sobre cargo de su personal y definir por escrito el manejo de crisis.</p>

Áreas funcionales a evaluar	E <sup>1</sup> .	C <sup>2</sup> .	Comentarios	Mejoras y recomendaciones
			<p>Para el manejo de crisis, no hay un manual de cómo manejar las situaciones - lo hacen de manera empírica. Por ejemplo, la organización maneja informalmente el acoso sexual, los accidentes, renuncias de miembros de la Junta Directiva, etc., pero nada está escrito. Aunque, el personal ha recibido una capacitación sobre el manejo de crisis.</p> <p>DTJ no tiene un código de conducta que rija el comportamiento del personal dentro de la organización, pero cuando hay problemas se comunican internamente para resolverlos.</p>	
<b>Promedio – Liderazgo y Dirección Estratégica</b>	<b>3.5</b>	<b>3.0</b>		

## PILAR 2 – GESTIÓN DE PROGRAMAS Y/O PROYECTOS

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
<p><b>2. Gestión de programas y/o proyectos:</b> La organización tiene definidas claramente las áreas técnicas en las que se especializa. Los programas y/o los proyectos son diseñados, implementados, monitoreados y evaluados, siguiendo procesos claramente definidos que garantizan resultados de calidad con alto impacto en la sociedad. Se lleva un registro / archivo de todos los productos elaborados, resultados alcanzados e impactos logrados. La organización cuenta con el personal técnico apropiado para ejecutar todo el ciclo de proyectos de la manera más eficiente. Aplica el enfoque de género e inclusión social en la gestión y manejo de los programas y/o proyectos, independientemente de su línea de trabajo y especialización.</p>				
<p><b>2.1. Diseño y planificación de programas y/o proyectos:</b> La planificación de programas y/o proyectos toma como base la misión, los objetivos y planificación estratégica de la organización. El diseño y planificación incluye diagnósticos de situación actual con enfoque de derechos humanos, género e inclusión social y de necesidades e intereses de las víctimas de DDHH. También incluye objetivos claros, estrategias clave, acciones específicas y presupuestos necesarios para la ejecución. Éstos se reflejan en un plan de trabajo congruente y completo. En la planificación y resultados esperados se toman en cuenta estrategias transversales de enfoque de género e inclusión social, participación social, manejo amigable de ambiente y otros. Existe un Plan Operativo o de Trabajo Anual que incluye todas las actividades y proyectos que ejecuta la organización. Los diferentes proyectos y planes de la organización son construidos de manera participativa.</p>	3.0	2.0	<p>DTJ tiene una planificación estratégica de 3 años, que toma como base su visión y misión y los objetivos de la organización. Trabajaron en un diagnóstico de la situación actual del país que incluye los acontecimientos actuales. Anualmente hacen calendarización de eventos o hitos importantes que van a impactar al país. La fundación ha tenido objetivos claros y programas específicos. En el proceso para diseñar los proyectos consideran si están alineados a la estrategia de su trabajo. También desarrollan objetivos específicos de acuerdo con las necesidades del cooperante.</p> <p>Los procesos para diseñar los proyectos están documentados. Hay información que enseña al personal de nuevo ingreso como se hace, pero se han acomodado a un solo modelo (Checchi). No existe un modelo a nivel institucional que contemple el diseño de los proyectos. La práctica del diseño se basa en un aprendizaje empírico. De manera teórica no tienen claro los</p>	<p>La organización necesita capacitación para estandarizar sus formatos de diseño y planificación de proyectos de forma integral. También DTJ quiere buscar una manera de enfocarse en la “D” (Democracia) y “J” (Justicia)</p>

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
			<p>lineamientos para el diseño y ejecución de los proyectos. Para DTJ es importante estar pendientes de la sostenibilidad del proyecto.</p> <p>Los proyectos son construidos de manera participativa. De acuerdo con los componentes del proyecto solicitan el apoyo de las personas que tienen más experiencia, pero también reconocen sus limitaciones - cuando las propuestas tienen mayor complejidad solicitan ayuda externa. El contador está involucrado en el desarrollo de los proyectos y también se monitorea el avance de los proyectos enfocado en los presupuestos.</p> <p>DTJ toma como eje transversal el enfoque de género e inclusión social en el diseño de proyectos. Aunque no han tenido capacitación específica para armar proyectos que involucren el enfoque de género, ahora ya tienen la ayuda de otras personas especializadas para aprender a desarrollarlo en los próximos proyectos. La organización tiene la intención de diseñar y planificar los proyectos con mayor calidad y como requieren los donantes, pero se dificulta por tiempo o por recursos. La fundación es joven - en tres o cuatro años ha tenido tres directores y de alguna manera se completan los requerimientos adecuados, pero aún se necesita hacer grandes esfuerzos. Actualmente la Directora Ejecutiva está recibiendo formación especializada en el diseño de proyectos; así como los restantes miembros del equipo en otros componentes relacionados, pero aún no se han puesto del todo en práctica estos conocimientos.</p>	<p>porque siente que ahora está más enfocada en la transparencia.</p> <p>La organización debe reforzar detalles como el género e inclusión social.</p>
<p><b>2.2. Implementación de programas y/o proyectos:</b> La implementación de proyectos se hace respetando la planificación correspondiente y tomando como base los lineamientos organizacionales. El personal encargado de la ejecución de proyectos es técnicamente competente, cuenta con las herramientas y capacidades apropiadas y toma en cuenta buenas prácticas y estándares de calidad nacionales e internacionales. Las metodologías organizacionales están documentadas y son actualizadas regularmente. La organización comunica los resultados e impactos logrados a través de informes técnicos periódicos y otras formas de comunicación. Los proyectos se cierran y finalizan correctamente.</p>	3.0	2.5	<p>En la implementación de programas y proyectos a DTJ en ciertas ocasiones le cuesta respetar la planificación inicial correspondiente. Teóricamente entienden cómo implementar los proyectos y se toman como base los lineamientos organizacionales. Hay dificultad en los tiempos de trabajo - normalmente a la hora de ejecutar se atrasan y compensan con tiempo asignado a otros proyectos – lo cual se relaciona con la sobrecarga de trabajo para el equipo técnico. Aunque siempre salen bien, creen que no es lo correcto y termina por quemar o agotar al equipo. La organización maneja indicadores de éxito para medir el impacto de sus acciones dentro de los proyectos. Uno de sus grandes éxitos es tener plataformas de enseñanza democrática dirigida a jóvenes. Para reportar el seguimiento de los proyectos hacen un narrativo como una buena práctica interna con o sin la solicitud del donante. En cuanto a lo cualitativo, además de llevar datos estadísticos de todo, hacen entrevistas</p>	

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
<p>En particular, para las organizaciones de derechos humanos, se debe contar, con metodologías para la recepción y tramite de denuncias de violaciones a derecho humanos, mecanismos para el manejo de la información, procesos de investigación, acompañamiento a las víctimas, comunicación e incidencia, entre otros. impacto deberá estar relacionado con marcos normativos y jurisprudenciales nacionales e internacionales de derechos humanos y responder a las observaciones que diversos comités de derechos humanos hayan realizado en su país.</p>			<p>testimoniales para incluir en los informes. Esto es una práctica común en su metodología de trabajo. Las listas de asistencia técnica son estándar.</p> <p>En cuanto al personal, DTJ cuenta con un equipo muy competente en su desempeño. El problema es la sobrecarga laboral, ya que se atienden varios proyectos a la vez, y esto reduce la habilidad del equipo para responder efectivamente a las demandas del proyecto. No hay equidad de roles. DTJ tiene una vinculación general con los DDHH y tienen una formación de Abogados y Cientistas políticos. La organización fue creada para promover la democracia y cree que es su responsabilidad velar por los derechos de sus destinatarios. Son un referente nacional para hablar de estas áreas temáticas. No tienen la capacidad técnica para realizar grandes estudios principalmente de carácter académico, pero usan de base a organizaciones internacionales o de renombre para desarrollar su trabajo y se preocupan de que las personas referentes los apoyen en sus objetivos; así como realizan pequeñas investigaciones de campo para adaptar ciertas realidades en el contenido de los proyectos. Lo que DTJ busca es hacer uso de estas investigaciones y compartirlas, en un lenguaje más sencillo y de formas creativas a sus principales audiencias, quienes son jóvenes, estudiantes y mujeres.</p> <p>Dan acompañamiento y guía (a través de brochures) a la población para que comprenda los procesos para denunciar las violaciones de DDHH, en concreto al tema de libertad de expresión y derechos políticos, y apoyo con solicitudes de acceso a la información pública.</p>	
<p><b>2.3. Gestión del conocimiento:</b> La organización utiliza sistemas y herramientas adecuadas y efectivas para la gestión del conocimiento lo cual incluye, entre otros, el monitoreo y evaluación, y el archivo completo de todas sus herramientas, metodologías, productos, documentos, actividades, resultados, actividades y publicaciones, etc. Esto se hace para cada proyecto y como para la organización en general.</p> <p>Las Organizaciones de DDHH deben construir sus indicadores en congruencia con marcos normativos, jurisprudenciales nacionales e internacionales, informes especiales de derechos humanos y otras herramientas relevantes como las observaciones de diferentes comités especializados en temáticas especializadas de derechos</p>	2.0	1.0	<p>Dentro de la planificación estratégica hay un Plan operativo anual, el que incluye un plan de Monitoreo y Evaluación. En la práctica tienen reuniones semanales, en las que se revisa el avance en las distintas áreas de trabajo y las tareas asignadas a cada miembro del equipo. Asimismo, elaboran un Informe trimestral el cual se comparte con los miembros de la Junta Directiva y los miembros fundadores para mantenerlos informados y actualizados de la labor realizado por la Fundación. Para promover una cultura de aprendizaje, hacen chequeos después de cada actividad para evaluar de manera informal, recapitulando todo lo que sucedió en la jornada e identificar prácticas para corregir y/o continuar en los próximos eventos. La organización cuenta con formatos para recolectar información como listas de asistencia con segregación de datos que les permite crear un banco de participantes (más que</p>	

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
<p>humanos, con el objetivo de hacer más evidente su trabajo y visibilizar la relevancia de sus metas. Se tienen definidos indicadores y se recogen datos cuantitativos y cualitativos.</p> <p>La información es analizada regularmente de cara a los marcos normativos y jurisprudenciales nacionales e internacionales de derechos humanos. Se utiliza la información para medir el impacto, proveer retroalimentación al personal y mejorar la ejecución y gestión de programas y/o proyectos. Esto también permite informar a beneficiarios, donantes, socios, cooperantes y sociedad civil en general sobre los alcances y logros de la organización.</p>			<p>nada profesión o grupos etarios). También de manera cualitativa discuten sobre aprendizajes, sentimientos, etc.</p> <p>DTJ cuenta con un manual que enumera las disposiciones para monitorear y evaluar, pero es muy general - no hay nivel de detalle ni guía sobre el proceso. Sí hay un proceso formal para analizar el impacto de los proyectos que se refleja en los informes, en sus redes sociales y en las noticias que se producen. Toman fotografías de las actividades que realizan y las comparten en FB, Twitter y en la página web. Sin embargo, no hay un documento que recopile esa información, en cambio lo comparten en las reuniones semanales de manera oral. Lo discutido en las reuniones semanales, se sistematiza en un documento en Excel, el que se comparte posteriormente con todo el equipo para que todos ejecuten de acuerdo a sus responsabilidades asignadas. No tienen un Software para sistematizar el análisis de los datos cuantitativos y cualitativos del proyecto - únicamente cuentan con un calendario compartido que les permite saber las actividades de cada uno y el análisis se hace personalmente para los informes.</p>	
<p><b>2.4. Capacidad técnica para implementar el enfoque de género e inclusión social:</b> La organización está consciente de la importancia de incluir estrategias de enfoque de género e inclusión social en los programas y/o proyectos que diseña y ejecuta. La organización tiene claro cuáles son los diferentes grupos sociales que desea incorporar en sus actividades y cuáles son los mecanismos para lograrlo, tomando en cuenta las necesidades, roles, formas de participación y otros. Las estrategias y herramientas de inclusión social son las más apropiadas para alcanzar el impacto deseado e incluyen: análisis de género, identificación de necesidades, estrategias para reducir la desigualdad, la implementación de acciones afirmativas (cuando aplican), etc. Se desarrolla la capacidad técnica del personal en este tema.</p>	3.0	2.5	<p>La organización tiene claro que incluye un enfoque inclusivo y de género. DTJ asegura que haya diversidad en sus proyectos/ programas. Aunque no tienen consenso en la Junta sobre la población LGTBI, no cierran las puertas para su inclusión como participantes en sus actividades.</p> <p>DTJ cuenta con mecanismos para lograr la incorporación de este enfoque en sus proyectos y todo depende del tipo de audiencias. Algunos mecanismos de género e inclusión social utilizados son las dinámicas, la ejemplificación, diseño de invitaciones, lugares donde se ejecutan las capacitaciones, etc. Estos mecanismos son básicos, sin embargo, hay necesidad de ampliarlas ya que una persona es la que más sabe sobre ellas, aunque ella ha transmitido sus conocimientos con el resto del equipo.</p>	<p>La organización necesita sistematizar y socializar sus experiencias de género e inclusión social.</p>
<p><b>2.5. Participación social:</b> La organización analiza y motiva la participación de la sociedad civil y/o de comunidades, a distintos niveles y en diferentes procesos que logran impactos positivos en la calidad de vida, promueven el empoderamiento y el desarrollo sostenible. La organización es capaz de establecer y construir relaciones efectivas con los diferentes grupos, de generar procesos</p>	3.5	3.0	<p>La organización cuenta con un mapa de actores para realizar su trabajo y está actualizado. Son capaces de establecer y construir relaciones efectivas con los diferentes grupos, forman parte integral de estos grupos, y están muy activos en el trabajo con redes, alianzas con universidades y colegios.</p>	



Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
de participación social efectivos y de apoyar la formación de alianzas entre los diferentes actores. Cuenta con herramientas y metodologías especializadas para lograr la participación efectiva, como para la resolución de conflictos, el enfoque de género y otras técnicas relevantes para la participación social. Las organizaciones de derechos humanos deben considerar de manera prioritaria la participación de las víctimas y de las poblaciones en condiciones de vulnerabilidad especialmente en el diseño y evaluación de sus programas y proyectos.			DTJ cuenta con pocas herramientas y metodologías estandarizadas para lograr la participación efectiva, la resolución de conflictos, el enfoque de género y otras técnicas relevantes para la participación social. La mayoría de este trabajo es empírico.	
<b>2.6. Incidencia:</b> La organización cuenta con herramientas, procedimientos y estrategias necesarios para generar y culminar exitosamente procesos de incidencia. El diseño e implementación de mecanismos de incidencia se fundamentan en investigación, análisis y evidencia y los procesos se hacen en conjunto con otros actores relevantes por medio del establecimiento de relaciones estratégicas y efectivas. La organización apoya el desarrollo de capacidades técnicas para la incidencia, tanto a nivel interno como externo. La investigación y análisis para la incidencia en materia de derechos humanos deberá tomar en cuenta los marcos normativos, jurisprudenciales nacionales e internacionales, informes especiales de derechos humanos y otras herramientas relevantes como las observaciones de diferentes comités especializados en temáticas especializadas de derechos humanos.	3.0	2.5	DTJ no hace investigación, pero son actores de campo y eso los hace referentes en el tema. Apoyan con sus conocimientos y buenas prácticas para que otros hagan la incidencia y ellos se sienten parte del proceso. Participan colaborativamente con estudios que realizan otras instituciones y eso les garantiza compartirlo con grupos de su interés. También atraen la opinión internacional, pronunciándose públicamente sobre temas de interés internacional. Han logrado incidir internamente, sin embargo, hacen impacto de manera “intuitiva” no de una manera sistémica. Les falta la sistematización de sus procesos de incidir para lograr un mayor impacto.	
<b>2.7. Programa de investigación de temáticas relevantes a la situación de DDHH:</b> La organización deberá diseñar, desarrollar, y publicar investigaciones que respondan a temas de relevancia dados el contexto nacional y las necesidades emergentes en temas de Derechos Humanos. Las investigaciones cuentan con un marco teórico y metodológico y con instrumentos adaptados según los temas y las características de las poblaciones participantes. También las investigaciones siguen los pasos establecidos en el diseño de las mismas y cumplen con los propósitos y plazos establecidos para cada investigación. La organización cuenta con publicaciones físicas/digitales de sus investigaciones que sirven como insumo para influir sobre la opinión pública y las decisiones que toman instituciones o actores sociales relacionados a temas de derechos humanos.	3.0	1.0	DTJ no hace investigaciones de temáticas relevantes a la situación de DDHH, solo brinda acompañamiento a otras instituciones. Como organización, reconocen que es necesario incursionar en la investigación para una mayor generación de conocimientos, pero que será en una etapa de madurez, y servirá como insumo para la formulación de proyectos. Piensan que deben ser cuidadosos en la información que admiten y tener ese criterio técnico para diferenciar lo objetivo de lo teórico o falso en las noticias. DTJ no tiene el tiempo ni los recursos para sistematizar los conocimientos, pese a que actualmente se encuentran apoyando a miembros de su equipo para la formación en la defensa de DDHH.	La organización reconoce la importancia de la investigación para formular sus proyectos, y debe definir como incursionar en esta área.

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
<p><b>2.8. Programa de formación y capacitación:</b> La organización cuenta con herramientas y procedimientos claros para implementar programas de capacitación de alta calidad. Éstos incluyen diagnóstico de necesidades, determinación de prioridades de capacitación, metodologías para el diseño e implementación de los programas, mecanismos para la documentación y seguimiento de los procesos y sistemas para la actualización de los programas de forma integral.</p>	3.0	2.5	<p>La organización cuenta con un plan de capacitación que se desarrolla dependiendo de los objetivos específicos de los proyectos y las metodologías se adaptan a sus beneficiarios/as. DTJ no hace un diagnóstico de necesidades específicas antes de dar las capacitaciones, lo hace de manera sistematizada a través del recuerdo de buenas prácticas adquiridas en otros proyectos; sin embargo, a la hora de preparar los talleres realizan averiguaciones sobre el contexto y las mayores dificultades de sus destinatarios, edades y contextos sociales para su adaptación. Existe un manual de capacitación que les permite llevar un proceso de lo básico a lo más complejo.</p> <p>DTJ no da seguimiento a las capacitaciones, aunque sí hay situaciones que se tratan puntualmente. Cuando las capacitaciones son a largo plazo, analizan lo que ya han desarrollado y luego proponen nuevos temas. No hacen evaluaciones de aprendizaje, lo hacen a través de la observación de dinámicas o comentarios durante la capacitación. Solamente si el cooperante lo requiere incluyen una metodología de evaluación.</p>	
<p><b>2.9. Programa de asistencia legal y acompañamiento a casos de violación de DDHH:</b> La organización deberá definir el tipo de violaciones de DDHH a las que dará atención, las poblaciones a las que dará acompañamiento y el alcance del acompañamiento que puede brindar, entre otros aspectos relevantes. La organización cuenta con un proceso de identificar las necesidades de atención de las poblaciones meta y la priorización de las mismas. La organización tiene los elementos necesarios para construir teórica y procedimentalmente los programas de atención de casos. La organización cuenta con un procedimiento específico para desarrollar estos programas que incluye la tipología de casos a atender, una ruta crítica de atención y los instrumentos a utilizar para posterior registro, seguimiento y sistematización de las experiencias. En la implementación, la organización cumple con los lineamientos establecidos en el procedimiento correspondiente. La organización utiliza formatos para registro de las atenciones brindadas y cuenta con garantías para la confidencialidad de la información relacionada a las víctimas y las atenciones brindadas.</p>	1.0	0.0	<p>Un Programa de asistencia legal y acompañamiento a casos de violación de DDHH no se ha desarrollado en la organización, solo han brindado asesoría o denuncia en casos específicos. No tienen una manera de definir qué casos apoyar, pero no están cerrados al tema en un futuro. Por ahora no está dentro de los lineamientos de DTJ, ya que no se sienten con la capacidad técnica para dar acompañamiento o asistencia legal, aunque se encuentran fortaleciendo esa capacidad a miembros del equipo técnico.</p> <p>En casos específicos que han tratado, se ha dado asistencia legal, específicamente en el tema de acceso a la información pública, reconocido como un Derecho Humano; sin embargo, no se ha dado un acompañamiento más allá de la comparecencia y apoyo en las audiencias. Saben que es importante comprender la brecha entre hablar y actuar en el tema de los DDHH. No lo ven viable en un corto plazo para la organización.</p>	
<p><b>2.10. Programa de atención integral y humanitario a víctimas de violación de DDHH:</b> La organización deberá diseñar un programa de</p>	N/A	N/A	<p>Un programa de atención integral y humanitario a víctimas de violación de DDHH no aplica para calificación.</p>	

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
atención integral y humanitario a víctimas de violación de DDHH basad en un diagnóstico. Este análisis deberá identificar las necesidades urgentes de atención de las poblaciones meta, dicha atención debe responder al contexto, y al objetivo de garantizar los mínimos en alimentación, alojamiento y acceso a servicios de salud de las víctimas. La organización también cuenta con un protocolo específico para implementar su programa de atención integral y humanitaria para las víctimas. En la implementación de estos programas, la organización cumple con los lineamientos establecidos en el protocolo correspondiente y utiliza formatos para registro de las atenciones brindadas. La organización cuenta con garantías para la confidencialidad de la información relacionada a las víctimas y las atenciones brindadas.				
<b>2.11. Políticas, procedimientos y formatos para otorgar subvenciones:</b> La organización cuenta con sistemas claros, transparentes y eficientes de adjudicación y manejo de sub-donaciones. Estos respetan la legislación local, así como los requisitos de los donantes. La organización brinda un acompañamiento y monitoreo adecuado de las sub-donaciones, tanto a nivel técnico como financiero.	0.0	0.0	La organización no cuenta con políticas, procedimientos y formatos para otorgar subvenciones. No tienen entendimiento, ni lineamientos para la ejecución de subvenciones.	La organización necesita asistencia técnica para definir lineamientos básicos de otorgamiento de subvenciones.
<b>Promedio - Gestión de Programas y/o proyectos</b>	<b>2.5</b>	<b>1.7</b>		

### PILAR 3 – ADMINISTRACIÓN FINANCIERA Y CONTABILIDAD

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
<b>3. Administración financiera y contabilidad:</b> La organización tiene la capacidad de manejar transparentemente sus recursos financieros y de planificar, reglamentar, ejecutar, controlar y registrar el uso de los mismos. Esto incluye el cumplimiento de las leyes y regulaciones del país, así como los requisitos de las diferentes fuentes de cooperación/donantes. Además, la organización cuenta con sistemas que incluyen directrices financieras claras, procedimientos contables, sistema de compras y contrataciones y mecanismos de control interno, los cuales son fundamentales para asegurar una gestión financiera eficiente y transparente. Además, estos sistemas ayudan a la organización a aumentar la eficiencia y eficacia en el uso de los recursos, así como minimizar el riesgo de fraude, abuso y corrupción.				
<b>3.1 Políticas, procedimientos, formatos y reportes de administración financiera:</b> La organización cuenta con un	3.0	2.5	Aunque la organización no cuenta con un manual de administración financiera, los procesos de control que maneja responden a la normativa contable legal/financiera	

Áreas funcionales a evaluar	E.	C. Comentarios	Mejoras y recomendaciones
<p>manual de administración financiera que incluye el proceso de planificación financiera y ejecución de fondos, así como un sistema de administración presupuestaria que estipule controles internos para el monitoreo y análisis de la asignación y ejecución financiera. Este sistema considera los reportes financieros que se deben generar para las diferentes fuentes de financiamiento de la organización, así como para el cumplimiento de las leyes fiscales del país. La organización cuenta además con un sistema de contabilización de gastos (vouchers o pólizas de gastos, aprobaciones de pagos, gastos permitidos y no permitidos) y para la gestión de gastos de viajes (viáticos).</p>		<p>que rige a las fundaciones de El Salvador. Sí hay un presupuesto para manejar los fondos, y se revisa cada mes. La organización tiene prácticas para la contabilización de gastos (vouchers aprobaciones de pagos, gastos permitidos y no permitidos) y para la gestión de gastos de viajes (viáticos). Al inicio de cada mes el personal envía los posibles gastos y pagos para que sean revisados semanalmente por el contador, el tesorero y la presidenta. Ese proceso aplica para el manejo de fondos propios y también fondos de proyectos.</p> <p>No hay formatos estándares para la solicitud de fondos, todo se hace a través de correo con todos los datos e información necesaria para la autorización. Hay tres personas asignadas para revisar los correos y asegurar que toda la información de solicitud esté correcta. Cuando alguien del personal solicita un cheque, primero envía la solicitud de autorización a la directora ejecutiva, y luego ya con la autorización se emite el cheque. Hay días definidos para la emisión de cheques cada semana y todos/as conocen sobre este proceso. DTJ hace liquidaciones con facturas originales.</p> <p>No hay requisiciones. Cuando hay gastos no presupuestados el personal justifica y solicita la autorización para proceder. No hay manuales para definir gastos permitidos y no permitidos, y esto se realiza de acuerdo a criterios de la presidenta o directora. Para la compra de bienes y servicios presupuestados, la presidenta y la directora dan la autorización (por medio de la firma en la cotización) y el contador procede. No hay un límite establecido del monto de dinero para pedir autorización. La firma de cheques es controlada con dos firmas – la firma de la presidenta y el contador. DTJ hace su planificación financiera una vez por año. Consideran lo básico: salarios, gastos operativos, etc. Hay fondos para viáticos que se liquidan con facturas de forma posterior a la realización de un viaje. Este proceso también aplica para viajes fuera del país y con una tarifa establecida de manera práctica. Cuando se realizan jornadas de trabajo en el país que no corresponden a la jornada laboral normal, la Fundación aporta cierto monto ya determinado, dependiendo la duración de la jornada, a cada miembro del equipo que participó. La organización cumple con los beneficios de ley (ISSS, AFP), además ofrece un seguro de vida para todos. En este momento solamente la directora tiene seguro médico privado.</p> <p>La información bancaria se concilia por medio de los estados de cuentas bancarias y tiene un software para manejar sus controles bancarios. Para cada proyecto hay cuentas bancarias específicas y una para la fundación. La organización maneja códigos</p>	

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
			específicos para cada proyecto. No hay formatos para el control de tiempo trabajado, porque la organización es flexible. La organización contrata auditorías cada tres meses. Este es un requerimiento legal y también de la organización, y se presenta anual a la Junta Directiva.	
<p><b>3.2. Sistemas de administración de efectivo:</b> La organización cuenta con un sistema que defina cómo se maneja el dinero en efectivo, quién es responsable del mismo, y cómo se accede a estos recursos. conocimiento claro del manejo de flujo de caja, incluyendo los formatos para el control de recursos financieros en bancos y en efectivo (caja chica). Este sistema debe proporcionar la estructura contable para organizar y gestionar los costos dentro de una organización y establecer un sistema de centros de costeo o conjuntos que permita a las organizaciones realizar un seguimiento de cómo y dónde se gasta el dinero, y debe proporcionar información crítica sobre las diferentes opciones para la asignación de costos.</p>	3.0	2.5	<p>DTJ utiliza un auxiliar del libro mayor donde se detalla cada operación diaria de todas las cuentas y se actualiza todos los viernes. Esta actualización sirve como base para preparar el efectivo para la siguiente semana y finalmente lo revisa el tesorero. Hay un catálogo de cuentas autorizado y revisado por el Ministerio de Gobernación. Hay un control de nomenclatura contable que se desglosa según el número de cuenta.</p> <p>Hay manejo de caja chica, pero no hay procesos formales para liquidar, ni formatos de control. La caja chica es de fondos particulares (cuenta de la presidenta), no usa fondos propios. Es por esa razón que no ha habido un esfuerzo por crear controles rigurosos (arqueos, formatos, etc.). Hacen el reintegro con la presentación de facturas (revisadas y aprobadas por la presidenta con su firma). El máximo establecido para manejar caja chica es de \$200.00 - cuando las facturas suman aproximadamente esa cantidad o menos solicitan el reembolso.</p>	
<p><b>3.3. Inventario:</b> Se debe elaborar un listado detallado de todos los activos físicos que pertenecen a la organización, para permitir el seguimiento del inventario. Este debe ser controlado regularmente para asegurar que el equipo no está siendo sustraído o deteriorado (por un uso inadecuado. La lista debe incluir, como mínimo, un código de identificación, una breve descripción y el estado del equipo, cantidad, fecha de compra, usuario/ubicación, número de voucher o vale para el artículo comprado, la cantidad total (o precio), el número de cuenta de la transacción, el código del proyecto y el proveedor. Deberá reflejarse todo el equipo que se ha dado de baja.</p>	3.0	2.5	<p>DTJ cuenta con un inventario codificado y actualizado que fue hecho por exigencia de un donante (Checchi), quien donó equipo para la organización, el que luego quedó establecido en las oficinas.</p> <p>No hay manuales para el manejo formal de inventario. Se hace una depreciación mensual del equipo y se registran datos del proveedor con un código asignado a cada equipo que representa el área donde se encuentra. No hay código que identifique qué persona utiliza el equipo, ni tampoco formatos que responsabilicen individualmente el uso de equipos.</p>	
<p><b>3.4. Manual de adquisiciones y políticas de contratación:</b> La organización debe documentar cómo adquiere los bienes y servicios necesarios para sostener sus operaciones. Debe contar con políticas adecuadas de adquisición para asegurar la transparencia y la estandarización del proceso, detener el robo interno y externo, y minimizar la corrupción –vital para</p>	2.0	2.0	<p>La organización no tiene un manual de adquisiciones y políticas de contratación. El proceso lo hace de manera empírica. No hay un directorio de proveedores, en cambio conocen dónde cotizar y/o comprar por su experiencia. Generalmente, el proceso que se hace para compras incluye la cotización de tres proveedores como mínimo.</p>	<p>La organización reconoce que, aunque nunca han dado por cancelado un contrato, necesita</p>

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
maximizar la rentabilidad y la eficiencia. La organización debe comprender, especialmente cuando compite por fondos de donantes internacionales, cómo subcontratar, y debe contar con sistemas para mapear, monitorear y proteger legalmente a organizaciones socias, miembros y beneficiarios durante estas relaciones contractuales.			<p>Para la contratación de consultores, DTJ presenta y distribuye Términos de Referencia y solicita recomendaciones a las instituciones conocidas de posibles candidatos. Posterior a esto revisa su Curriculum Vitae, los convoca a entrevistas, les pide trabajos que sean afines a DTJ donde haya trabajado y hace una pre selección de 3 o 4 personas. Finalmente, para su selección la organización considera aspectos como la calidad, el tiempo, los costos y al final eligen al que consideran que brinda mayores beneficios. No hay un documento escrito que respalde todo este proceso y el conocimiento de dicho proceso prácticamente recae en un miembro del equipo, lo que dificulta su sistematización.</p> <p>No hay un procedimiento para hacer verificaciones sobre terrorismo, delincuencia, y tampoco sobre la información que presentan las personas o empresas consultoras. Los servicios legales son brindados por dos bufetes de abogados muy cercanos a DTJ. Utilizaron sus servicios para el registro de la Fundación, y actualmente para temas contables, obligaciones legales, etc. Son invitados una vez al año para la rendición de cuentas a la Junta Directiva.</p> <p>Los contratos con consultorías o servicios son manejados de manera eficiente y monitoreados oportunamente. No hay nada escrito y lo manejan empíricamente. Por ello no tienen un método o procedimiento a seguir ante los incumplimientos de lo definido en un contrato. Aunque nunca han dado por cancelado un contrato, saben que necesitan mejorar en cuanto a definir los términos de contratación. No hay formatos de contratos para compras solo para servicios.</p>	mejorar como desarrollan los términos de contratación.
Promedio – Administración financiera y contabilidad	2.5	1.7		

## PILAR 4 – SOSTENIBILIDAD FINANCIERA

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
<b>4. Sostenibilidad Financiera:</b> La organización asegura su futuro financiero a través de la planificación estratégica financiera a largo plazo. Tiene acceso a herramientas, metodologías y apoyo técnico que facilitan la obtención de recursos financieros. La organización diversifica sus fuentes de ingresos incluyendo nuevos cooperantes, cobro por servicios, recaudación de fondos y emprendimientos sociales, entre otros.				
<b>4.1. Planificación de la sostenibilidad financiera:</b> La organización tiene claridad sobre su situación financiera actual y futura. Cuenta con un plan	2.0	1.0	La organización tiene claridad sobre su situación financiera actual y futura. DTJ sabe cuáles son sus objetivos y los recursos financieros que necesita.	

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
que establece objetivos estratégicos de movilización de recursos en apoyo a su misión y a su plan estratégico. Este plan contempla la diversificación de fuentes de financiamiento, la identificación de oportunidades para mejorar la sostenibilidad y el desarrollo de las relaciones con cooperantes y otros actores.			Sin embargo, no tiene escrito un plan de sostenibilidad financiera, y tampoco ha establecido objetivos estratégicos de movilización de recursos en apoyo a su misión y a su plan estratégico. Como un proceso de gestión ha enviado cartas a donantes internacionales y ha logrado fondos, pero los fondos son muy pocos y esta iniciativa es emergente.  Recientemente ha comenzado a realizar planes para la sostenibilidad financiera, buscando diversificar sus fuentes de financiamiento y la identificación de oportunidades. La organización ha desarrollado relaciones con cooperantes y otros actores.	
<b>4.2. Diversificación de fuentes financiamiento:</b> La organización implementa la estrategia para la gestión y diversificación de fuentes de financiamiento y sostenibilidad. Esto incluye campañas para recaudación de fondos, contratos sociales y venta de servicios (a gobierno local y central, sector privado y ciudadanía), participación en programas de responsabilidad social empresarial, aportes comunitarios y cuotas por membresías. Las estrategias exitosas se documentan, fomentan y reciben seguimiento.	2.0	1.0	La organización no tiene una estrategia para la gestión y diversificación de fuentes de financiamiento y sostenibilidad. Solamente han discutido la posibilidad de desarrollar talleres como fuente de financiamiento, pero esta posibilidad aún está en discusión.  DTJ ha enviado cartas a empresas para diversificar sus fuentes de financiamiento y ha logrado fondos, pero los fondos son muy pocos y esta iniciativa es emergente.	
<b>4.3. Gestión de sostenibilidad financiera:</b> La organización cuenta con responsable/s de diseñar, implementar y dar seguimiento a los planes de sostenibilidad financiera, cultivar relaciones con los cooperantes y socios, redactar propuestas de calidad para ejecución de proyectos y diversificar las fuentes de financiamiento y recursos de la organización.	2.0	1.0	DTJ no tiene un plan de sostenibilidad financiera para gestionar. Si ha tenido éxito con la redacción de propuestas, pero el proceso está enfocado en dos personas y no está sistematizado.	
<b>4.4. Relación con donantes:</b> La organización establece, cultiva y mantiene relaciones apropiadas con donantes y cooperantes. Tiene la capacidad para investigar las fuentes de financiamiento y las prioridades de desarrollo, tanto de los donantes como de la sociedad. Se tiene la capacidad de diseñar, presentar, dar seguimiento e implementar propuestas técnicas y financieras en línea con las prioridades identificadas. La organización tiene la capacidad de negociar, documentar y dar seguimiento a los procesos de financiamiento.	3.0	2.0	La organización establece y mantiene excelentes relaciones con los donantes/ cooperantes. Los donantes tienen estilos variados en su manejo de proyectos, pero DTJ tiene la habilidad de navegar los diferentes estilos y los donantes reconocen el potencial y el interés de la organización.  La organización no tiene un mapeo de donantes/ cooperantes, y tampoco hay un manual que estandariza el desarrollo de las propuestas. DTJ lleva propuestas no solicitadas a otros donantes, con el fin de acercarse a nuevas fuentes de financiamiento.	
<b>4.5. Tarifas de servicios y productos:</b> La organización cuenta con un plan de negocios que regula y describe la oferta de servicios y productos compatibles con su misión. Éste especifica precios basados en el análisis de mercado, las necesidades y capacidad de pago de potenciales clientes. Para promover la oferta de servicios se implementa un plan de mercadeo.	1.0	0.0	DTJ no cuenta con un plan de negocios que regula y describe la oferta de productos y servicios. Tampoco tiene claridad en cómo desarrollar un plan de negocios y sus elementos claves como, tarifas, costeos, y análisis de mercado.	La organización reconoce su debilidad en ese tema y necesita apoyo técnico en

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
La organización cuenta con el personal técnico apropiado para la implementación del plan de negocios.				entenderlo de mejor manera.
<b>Promedio – Sostenibilidad financiera</b>	<b>2.0</b>	<b>1.0</b>		

## PILAR 5 – RECURSOS HUMANOS Y MATERIALES

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
<b>5. Recursos humanos y materiales:</b> La organización cuenta con políticas y procedimientos para la gestión del talento humano. Para la ejecución de las actividades, se cuenta con personal de planta, consultores y/o voluntarios. Los recursos humanos se administran conforme a las leyes laborales nacionales, a las directrices de enfoque de género e inclusión social, a las normas en contra del acoso, y otros. La organización cuenta con planes de capacitación y desarrollo profesional para el personal, se promueve la capacidad de liderazgo en todos los niveles y se planifica el futuro mediante la continua construcción de un plan de relevo generacional. Se cuenta con los recursos físicos necesarios para el cumplimiento de las actividades y estrategias de la organización, lo que le permite proveer adecuadamente sus productos y servicios.				
<b>5.1. Administración del personal:</b> La organización gestiona y provee clarificación a los empleados sobre las políticas administrativas y procedimientos institucionales relacionados con su empleo, estándares salariales y estrategias de selección y orientación de personal. Las políticas se revisan, actualizan, comparten y aplican regularmente y el personal es capacitado sobre su contenido. Éstas consideran aspectos relacionados con enfoque de género e inclusión social. Todo el personal cuenta con un archivo completo y confidencial.	2.0	1.5	<p>La organización maneja contratos y archivos personales de sus empleados/as con documentos anexos. Las responsabilidades son reflejadas en el contrato.</p> <p>De acuerdo con la experiencia y el tiempo de trabajo en la organización, se determina los salarios. No hay una escala de salarios y tampoco existe una lista o inventario del personal y sus habilidades. La organización lo sabe, pero no hay nada escrito.</p> <p>El enfoque de género e inclusión social es tomado en cuenta para procesos de contratación de manera empírica - no hay nada escrito. La organización maneja la administración de personal de manera bien empírica. Por ejemplo, no hay: una política de conflicto de interés y ética, política de confidencialidad, política de quejas y reclamos, un código de conducta, un código de vestimenta, ni política disciplinaria.</p> <p>Para la inducción al nuevo personal no hay un formato establecido ni un proceso sistematizado, porque no hay tiempo para trabajar en ello, debido a la sobrecarga laboral.</p>	
<b>5.2. Políticas para proceso de contratación y terminación de relación laboral:</b> La organización cuenta con procesos transparentes para la contratación y terminación de la relación laboral. Las políticas aseguran que todos los procesos de contratación son abiertos,	2.0	1.5	<p>La organización no tiene políticas para procesos de contratación y terminación de relación laboral. Tampoco hay definición para la contratación de ex-empleados, ni de nepotismo. No hay entrevistas de salida. Para la contratación de empleados se hace todo empíricamente siguiendo los procesos definidos en el sub pilar 5.1.</p>	



Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
competitivos, objetivos y libres de corrupción, nepotismo y/o favoritismo.				
<b>5.3. Términos de empleo:</b> La organización define claramente los beneficios y las políticas de asistencia / ausencia para los empleados. Los procedimientos describen cómo, cuándo y quién paga a los empleados. Los términos son revisados, actualizados y compartidos regularmente y están en línea con los requerimientos legales locales.	2.0	1.0	La organización ha establecido horarios de trabajo, pero no hay nada escrito. La política de beneficios de vacación es tomada colectivamente y también hay prestaciones de ley y tipos de permisos como tiempo de maternidad y fallecimiento. En cuanto a la programación de pagos, se hace cada 15 días. Hacen adelantos salariales cuando hay viajes programados y necesitan efectivo, pero no hay una política establecida sobre esto. No hay política inflacionaria para aumentos salariales.	
<b>5.4. Desarrollo del personal:</b> La organización capacita a su personal y ejecuta un plan de desarrollo profesional basado en evaluaciones de desempeño y de capacidades. Se promueve y desarrolla constantemente el relevo generacional, proporcionando oportunidades de liderazgo al personal a través de una planificación de transición eficaz. Se incluyen planes de incentivos para el personal.	2.5	2.0	DTJ hace revisiones de actividades semanalmente, y a la vez aprovecha para atender situaciones de desempeño de personal. No hay evaluaciones formales de desempeño profesional para los empleados/as (ciclo de desempeño). La organización no tiene un presupuesto establecido para el desarrollo profesional de sus empleados/as. DTJ apoya al personal en capacitaciones de acuerdo con su experticia, preferentemente busca becas y también tiene flexibilidad para apoyarlos en sus estudios académicos.  El relevo generacional no está formalmente establecido, pero se abren espacios a gente nueva para desarrollar su experiencia. El programa de mentoría está recién implementado en DTJ. El propósito de este programa de mentoría es que los pasantes no hagan las actividades comunes de la oficina, sino que descubran sus capacidades profesionales, sus áreas de interés, y que conozcan el trabajo de una ONG.	
<b>5.5. Recurso humano complementario:</b> La organización tiene e implementa políticas claras, transparentes y no-discriminatorias para identificar, reclutar, contratar y manejar consultores, asesores, practicantes y voluntarios. La organización posee una lista o directorio de potenciales consultores, asesores, técnicos y voluntarios, con información sobre sus áreas de especialización, tarifas y honorarios. La organización cuenta con los recursos necesarios para contratar recursos humanos adicionales cuando es necesario.	2.5	2.5	La organización no tiene políticas escritas para identificar, reclutar, contratar y manejar consultores, asesores, practicantes y voluntarios, solamente hay procedimientos establecidos en la práctica (empíricos). Para el programa de mentoría tienen documentación para seleccionar a los candidatos. El contador esta subcontratado y hay un contrato que define su rol, pero a nivel de la organización no está definido un proceso de manejo de este tipo de subcontratación. No hay viáticos ni pago para los trabajos en oficina para voluntarios, horas sociales o mentores/as.	
<b>5.6. Instalaciones / Equipo:</b> Las instalaciones y equipo responden a las necesidades de la	3.0	2.5	Las instalaciones y equipo no responden a las necesidades de la organización y del personal para llevar a cabo la programación de actividades. El espacio es reducido y el personal está	La organización necesita estructurarse

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
<p>organización y del personal para que se pueda llevar a cabo la programación de forma eficiente. Esto incluye espacios apropiados de trabajo, para capacitaciones, reuniones, archivo y almacenamiento; equipo informático; vehículos; mobiliario y otros.</p>			<p>muy ajustado porque las instalaciones son compartidas con otras instituciones. En las instalaciones de DTJ hay espacio para archivos del personal y de la organización en general. Tienen equipo de trabajo administrativo, pero necesitan adquirir otro tipo de equipo que soporte el software para edición de videos y otros materiales audiovisuales, ya que eso hace lento el trabajo/ o retrasa de alguna manera el desarrollo de actividades. No tienen vehículos para actividades de trabajo, pero no sienten que es necesario.</p>	<p>de otra manera y necesita un espacio más cómodo, privado e independiente para el futuro.</p>
<p><b>5.7. Política y procedimientos de oficina:</b> La organización cuenta con políticas eficaces, eficientes y transparentes sobre estándares mínimos de uso, inspección y mantenimiento de la infraestructura de la oficina, mobiliario y equipo. Las políticas se revisan, actualizan y aplican regularmente y se comparten con el personal.</p>	2.5	2.0	<p>La organización no cuenta con políticas de uso de equipo electrónico, personal y mobiliario - cada persona es responsable de cuidarlo. El mobiliario que es “dado de baja” se guarda en una bodega porque el donante lo exige y no es parte de una política organizacional. La inspección y mantenimiento de la infraestructura de la oficina es manejada por el arrendatario del local. El uso racional de los servicios (electricidad, agua y teléfono) se establece por sentido común entre el equipo.</p> <p>Para el resguardo de la información solo utilizan Dropbox, pero no hay seguridad y no está encriptada. En el contrato de trabajo se hace mención a la confidencialidad en el manejo de documentos e información específica, pero no hay una política de confidencialidad. Tienen un servidor propio. Hay una política de “empleados libres de drogas” pero no hay una política de seguridad laboral ni tampoco un código de vestimenta – la práctica es de sentido común.</p>	
<p><b>5.8. Plan de seguridad y protección:</b> La organización tiene, implementa y actualiza regularmente un plan de seguridad que identifica los riesgos potenciales para el personal, la oficina, el equipo, el mobiliario, la información y otros bienes (incluyendo vehículos) y las estrategias de mitigación de dichos riesgos. Se cuenta con pólizas de seguro para cubrir los riesgos identificados. El personal es entrenado sobre protocolos de seguridad.</p>	1.0	1.0	<p>La organización no tiene un plan de seguridad que identifique los riesgos potenciales para el personal, la oficina, el equipo, el mobiliario y la información. Muchas de las medidas de seguridad que tienen son parte del edificio no son protocolos propios de la organización. Tampoco hay una identificación de riesgos al personal (por sentido común, nada más).</p> <p>El edificio donde están las oficinas de DTJ cuenta con señalización de espacios para desastres naturales (los contemplados por Ley CSSO) en la parte interna, pero no tiene protocolos de seguridad. Hay riesgos infraestructurales ya que las oficinas están a la par de una cisterna, y las puertas de acceso se abren únicamente cuando hay electricidad.</p> <p>En cuanto a la seguridad digital DTJ no tiene protección y el nivel de seguridad es bastante bajo. Para la seguridad del personal (viajes locales) no hay un protocolo escrito, pero lo hacen por sentido común (evitar lugares críticos, horarios nocturnos, distancia, etc.). Todos los empleados tienen seguro de vida, pero no todos tienen seguro médico privado y consideran que hay necesidad de asegurarse porque tienen riesgos cuando visitan comunidades o hacen trabajo fuera de oficina.</p>	<p>La organización tiene que mejorar su red de internet y asegurar que se defina un protocolo de seguridad en internet para resguardar la información.</p> <p>También la organización reconoce los riesgos cuando visitan comunidades o hacen trabajo fuera de oficina, entonces debe ofrecer a su personal un seguro médico privado.</p>
<p>Promedio–Recursos humanos y materiales</p>	2.2	1.8		

## PILAR 6 – COMUNICACIÓN Y RELACIONES EXTERNAS

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
<b>6. Comunicación y relaciones externas:</b> La organización maneja adecuadamente sus relaciones con el público externo incluyendo la comunidad, los organismos gubernamentales, los cooperantes, los socios, los medios de comunicación y otros grupos objetivo. Además, la organización define coherentemente los objetivos comunicacionales en cuanto a su misión, metas, estrategias y logros, e identifica las audiencias a las que le interesa llegar y los medios a ser utilizados para este propósito.				
<b>6.1. Estrategia de comunicación externa:</b> La organización tiene e implementa una clara estrategia de comunicación que incluye los fundamentos de su filosofía y la descripción precisa de los mensajes, los valores, el público objetivo, los medios de comunicación, la marca y la descripción de los productos comunicacionales. La estrategia tiene un presupuesto asignado, se evalúa y actualiza. Para identificar los productos y materiales que se utilizarán para llegar al público objetivo, se debe utilizar un enfoque de género, inclusión social, y derechos humanos - considerando el acceso a la información de hombres, mujeres, jóvenes y personas de la tercera edad, comunidad LGBTI, pueblos indígenas, personas con discapacidades y otras poblaciones en condiciones de vulnerabilidad.	3.0	2.5	<p>La organización tiene e implementa una estrategia de comunicación que fue uno de los productos de la planeación estratégica. Algunas acciones dentro del plan de comunicación ya se están implementando y otras están por implementarse. DTJ no cumple con todos los lineamientos de su plan de comunicaciones porque no hay involucramiento de los miembros de la Junta Directiva en su ejecución y también por la limitación de recursos humanos y financieros. No tiene en mente todavía la actualización del plan, porque quiere tener más experiencia implementándolo antes de definir los cambios.</p> <p>DTJ tiene presencia en las redes sociales como Facebook y Twitter, tiene su propia página web y con los medios de comunicación como la radio, la prensa y la televisión. Por medio de las redes sociales, la organización llega a otras organizaciones y a los jóvenes, usando mensajes y diseños creativos para despertar su interés. El público objetivo de DTJ está enfocado en: jóvenes, ciudadanía en general y medios de comunicación. La estrategia de comunicación planteada en el plan estratégico tiene nivel muy alto, ya que menciona los tipos de vocería que les da la postura que deben tomar en determinados temas y ajustarlos dependiendo la audiencia. DTJ se enfoca en temas de transparencia y justicia con entidades o instituciones gubernamentales. La organización ha tenido consultorías que les ha dado sugerencias de cómo llegar a su población meta.</p> <p>La estrategia identifica el uso de marca que está registrado en el registro de comercio, sin embargo, tiene sus limitaciones. Falta internalizar los productos de la marca. Hay presupuesto contemplado en el Plan para la estrategia de comunicación, pero no hay un enfoque específico de género e inclusión social. Sin embargo, la persona encargada del área de comunicaciones, ha tomado cursos de cómo comunicar usando una perspectiva de género e inclusión y está poniendo en práctica dichos conocimientos adquiridos.</p>	
<b>6.2. Protocolo de comunicación interna y externa:</b> La organización tiene un mensaje preciso y definido que es transmitido por medio de líneas claras de comunicación al público en general y a los	3.5	3.0	<p>La organización tiene un mensaje preciso y definido que tiene líneas claras para informar al público, pero el mensaje está adaptado a su audiencia asegurando que se transmite de manera comprensible para todos. Hay dos personas responsables para brindar declaraciones y entrevistas a los diferentes medios: la presidenta y la directora. Si alguien externo necesita</p>	

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
cooperantes, a través de medios de comunicación tradicionales y no tradicionales. La organización ha definido el <i>branding</i> y las directrices para las publicaciones asegurando que incluyan el mensaje organizacional. Internamente, pueden destinarse diferentes niveles de autorización para diferentes aspectos de la participación, incluida la administración, apoyo técnico, interconexiones, mercadeo y preguntas en general.			información, no está definido en la estrategia quien responderá, pero internamente todos entienden que el área de comunicación deberá responder.  DTJ tiene diferentes materiales o productos para comunicarse con los diferentes públicos. Se adecua el texto de los materiales de acuerdo con la plataforma, pero no hay un protocolo o política donde se define el manejo de los mensajes en los materiales. La redacción es revisada cuidando los detalles de edición con las personas responsables de la ortografía, la pertinencia del texto, tamaño de letras, fotos, etc. Pero este proceso es empírico, no hay nada escrito.	
<b>6.3. Productos y materiales de comunicaciones:</b> La organización produce materiales de comunicación, contenidos y publicaciones (incluyendo las redes sociales), los cuales están basados en evidencias y hechos comprobables. Éstos contienen mensajes clave dirigidos a las audiencias identificadas en la estrategia de comunicación. Se lleva un archivo de información y publicaciones.	4.0	3.5	La organización tiene productos y materiales de comunicación, los que algunos son publicados y otros compartidos por medios digitales. Por ejemplo, tiene campañas, anuncios, videos, comunicados públicos, brochures, panfletos, flyers, sitio web, Twitter, Facebook, correo institucional y memoria en YouTube. DTJ pone mensajes claves de acuerdo con el público al que se dirige. También tiene sus propios productos para promover su organización y para promover los proyectos. Por ejemplo, publican un boletín mensual sobre temas relacionados a las líneas de trabajo de DTJ y a temas de gran importancia coyuntural. La organización siempre está abierta a la innovación en la creación de productos de comunicación. El uso de las redes sociales lo mantienen actualizados: Twitter diariamente, Facebook una vez por semana y la página web está siendo constantemente actualizada.	DTJ reconoce que sus productos de comunicación requieren actualizaciones constantes para promover la innovación.
<b>6.4. Equipo y herramientas de comunicación:</b> La organización posee todo el equipo y las herramientas necesarios para implementar la estrategia de comunicaciones de forma práctica y eficiente (teléfono, celular, fax, internet, correo electrónico, cámara digital, videgrabadora, grabadora de audio, micrófonos, equipo de edición y otros). El personal está capacitado en el uso, mantenimiento y cuidado de las herramientas y del equipo.	3.0	2.5	DTJ tiene el equipo y las herramientas para implementar la estrategia de comunicación: cámara, grabadora de audio, teléfonos celulares de la organización y cuentas de correo institucionales. Pero no tiene el equipo adecuado para el software de edición de videos. Sí ha tenido la experiencia de transmitir eventos en Facebook Live, pero les hace falta equipo y la capacidad del personal para transmitir esos eventos con calidad. Aunque hay transferencia del conocimiento que ahora aporta la pasantía en cuanto al diseño y edición de videos y materiales impresos, a nivel organizacional no están conscientes de sus necesidades en el tema de comunicación. Por esa razón no tienen la forma de pedir la ayuda de la manera en que se necesita.	La organización necesita un manual de funcionamiento para conocer qué material o equipo requiere para cubrir la diversidad de eventos y donde buscarlos.
<b>6.5. Relaciones con medios:</b> La organización posee e implementa un plan que detalla cuándo, cómo y por qué los medios serán involucrados en determinados procesos. La organización monitorea la cobertura de los medios y mantiene buenas y fuertes relaciones con periodistas para facilitar la cobertura de sus noticias, eventos y otras	3.5	3.0	DTJ posee e implementa un plan que detalla cuándo, cómo y por qué los medios serán involucrados en determinados procesos. Cuando la organización convoca a los medios, saben cuándo y a quienes invitar dependiendo el tipo de evento. Hacen diariamente un monitoreo de los medios y manejan un directorio de medios.	DTJ necesita herramientas tecnológicas para analizar y dinamizar la información que reciben y a la vez darla a conocer

Áreas funcionales a evaluar	E.	C.	Comentarios	Mejoras y recomendaciones
actividades. La organización facilita información a los medios cuando la requieren y existe la posibilidad de promocionar sus actividades.			La organización tiene muy buena relación con los medios, que se ve reflejada en la no tergiversación en la información que brindan a los medios. DTJ por ser referente en el tema de transparencia también los medios los buscan para que emitan opiniones en ciertos temas.	internamente de manera eficaz.
<b>6.6. Desarrollo y participación en redes, coaliciones y alianzas:</b> La organización cuenta con una estrategia clara y coherente de establecimiento de alianzas que agregan valor a todos los niveles y que, además, no limitan o frenan a la organización ni sus procesos de ninguna manera. Las alianzas complementan el trabajo y la experiencia de la organización, apoyándola en el logro de su misión. Los compromisos con la igualdad de género, inclusión social y derechos humanos se deben incluir como criterios en la selección y relación de las organizaciones participantes.	3.0	3.0	La organización decide en qué eventos participar por áreas temáticas. DTJ está frecuentemente invitado a participar en varias redes, pero no siempre decide ser parte de cualquier red. En cambio, se trata de cuidar su independencia e imagen institucional para no verse involucrado en temas polarizantes y quiere asegurar que su participación en las redes obtenga resultados positivos concretos para la organización.	
<b>Promedio – Comunicación y relaciones externas</b>	3.3	2.9		