

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

ESTABLISHMENT OF A PMO WITHIN THE ORGANISATION FOR THE
REHABILITATION OF ENVIRONMENT(ORE), CAMP PERRIN, HAITI

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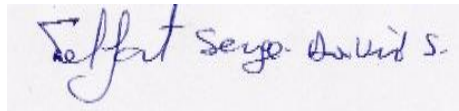
UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
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DEDICATION

I dedicate this work to:

- My wife Anne Shella Saint-Fort TELFORT for her unconditional support during all the duration of this Master's Degree program at UCI,
- My son Serdashley TELFORT for his love and understanding during almost all group work conference call.
- My mom Selimène TELFORT for all her sacrifices since my childhood.
- My uncle Joseph A. TELFORT for creating, in the past, a key opportunity for me to learn English during my career.
- Finally, I dedicate this work to all who will use this document.

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ABSTRACT

The objective of this document is to propose the establishment of a Project Management Office (PMO) within the ORGANIZATION FOR THE REHABILITATION OF THE ENVIRONMENT(ORE) in order to improve the capacity of the organization in term of project management and also position ORE on the climate finance market alongside with the traditional funding (USAID, EU, IDB, i.e.). ORE, as other organizations, relies on traditional external funding to be able to implement their projects ideas. This support mission is becoming more and more complicated by the requirements of donors in terms of managerial capacity of the organization, which strengthens competition during calls for proposals. An organization that has a strong organizational and administrative structure is more attractive to meet donors' expectations which is a good level of internal organizational structure (with a PMO office) as an asset in the use of funding in projects. Therefore, the need to be better organized internally becomes a matter of institutional survival in a context marked by the impacts of climate change on rural communities along with a growing need in terms of financing. In that sense, climate finance is an opportunity to be seized in order to diversify its sources of project funding.

The outcome of this FGP is to make the assessment of the maturity level of ORE in order to be able to propose a PMO that will be fit within the ORE's chart and a plan for the implementation of the proposed PMO. For this FGP, the analytical, deductive-inductive, and the observational method will be used in combination with the information provided by the Project Management Institute (PMI) by using the PMBOK® Guide sixth edition.

Key words: organizational structure, maturity level, project management, Project Management Office (PMO), traditional funding, climate change and climate finance.

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ABBREVIATIONS AND ACRONYMS

- ADB Asian Development Bank
- AfDB African Development Bank
- CMMI Capability Maturity Model Integration
- CI: Continuous Improvement
- CIF Climate Investment Funds
- CEO Chief Executive Officer
- COP Conference of Parties
- DAD Disciplined Agile Delivery
- DoD Department of defense
- EBRD: European Bank for Reconstruction and Development
- EU European Union
- FCPF Forest Carbon Partnership Facility
- FGP Final Graduation Project
- GCF Green Climate Fund
- IADB Inter American Bank for Development
- IDB Inter-American Development Bank
- IFCI International Forest Carbon Initiative
- KPI Key Performance Indicator
- LDCF Least Developed Countries Fund
- MARNDR Ministry of agriculture, natural resources,
and rural development
- MSA Measurement systems Analysis
- NGO Non-Government Organization
- OPM3 Organizational Project Management Maturity Model
- ORE Organization for the Rehabilitation of Environment
- PDCA Plan-Do-Check-Act
- PMBOK® Guide Project Management Book of Knowledge
- PMI Project Management Institute
- PMO Project management Office

- P3M3 Portfolio, Program & Project Management Maturity Model
- PMMM: Project Management Maturity Model
- SIDS Small Island Developing States
- SCCF Special Climate Change Fund
- SPI Schedule Performance Index
- UCI Universidad para la Cooperación Internacional
- USAID United States Agency for International Development
- UNFCCC United Nations Framework Convention on Climate Change
- US United States
- VSM Value Stream Mapping
- WBS Work Breakdown Structure

EXECUTIVE SUMMARY

There is a set of community organizations as well as non-governmental organizations (NGO) in Haiti providing support to the rural population through the implementation of various projects. These organizations depend to a large extent on traditional external funding to be able to implement their project ideas at whatever the level of internal organization. And now this mission is more complicated by the new requirements of donors in terms of its organizational level. The ones with a solid organizational and administrative structure meet much more often donors' expectations which is a good organizational structure (with a PMO office) as a guarantee in the use of funding allocated for projects implemented by considering all ten (10) knowledge areas. Therefore, the need to be better organized internally becomes a matter of institutional survival in a context marked by the impacts of climate change on rural livelihood and the growing needs in terms of financing. In that sense, climate finance is an opportunity to be seized.

In this context the general objective for this FGP is to propose the establishment of a Project Management Office (PMO) within the Organization for the Rehabilitation of The Environment (ORE) to increase managerial capacity in managing projects. And the specific objectives were to make the assessment of ORE's maturity level in order to determine the project's management strengths and weaknesses, improvement opportunities and needs, to describe and analyze all types of PMO and consequently see which is best technically applicable to ORE's situation, to define the role and responsibilities of the proposed PMO and its position within the hierarchical ORE's organizational management in order to improve the organization's competitiveness, and to propose the PMO implementation plan to show all steps that need to be accomplished. For this FGP the analytical method, deductive-inductive method, and observational method were used, and combined with the information provided by the project management Institute (PMI) by using the PMBOK® Guide sixth Edition.

In fact, this study allows to establish globally that ORE is at maturity level 2 in terms of project management, 90% of knowledge areas are at maturity level 2 while 10% are at level 1. These results reflect a need to establish within the organization a PMO to standardize all these processes so that ORE can be more competitive. In that sense, ORE's communication management planning and monitoring represent one of the weak points for which specific initiatives are required for ensuring the successful implementation of the PMO. The controlling PMO was selected to strengthen the capacity of ORE in project management. This PMO has been placed under the supervision of the Executive Director within ORE's organizational chart. The roles and responsibilities assigned to the PMO are part of a dynamic of improving ORE's competitiveness. However, the monitoring of climate finance would be a central element in the operationalization of this PMO as the diversification of funding sources is one of the objectives of the organization in the next coming years. The application of the implementation plan proposed within the given time frame would facilitate substantial progress in the establishment of the PMO. To achieve this, it was recommended to determine the cost of implementing and operating the PMO. Moreover, the service of a qualified consultant with a strong background in establishing PMO is necessary to support the institution in its quest of modernity. Once operational, after two (2) years, the PMO must carry out a new assessment to appreciate the impact of the PMO on ORE's expectations in terms of strengthening in project management.

1. INTRODUCTION

1.1. Background

In Haiti there is a set of community organizations as well as non-governmental organizations (NGOs) providing support to the rural population through the implementation of various projects. These organizations depend to a large extent on traditional external funding in order to be able to implement their project ideas. So, whatever the level of internal organization they have, this support mission is becoming more and more complex due to the new requirements of donors in terms of the organizational level of recipients, which strengthens competition during calls for proposals. THE ORGANIZATION FOR THE REHABILITATION OF THE ENVIRONMENT (ORE) is one of these local NGOs and seeks to improve environmental, agricultural, and economic conditions in rural Haiti.

During the past thirty (30) years ORE Haiti has implemented some projects with the financial support of some donors such as: The United States Agency for International Development (USAID), the European Union (EU) and Inter-American Development Bank (IADB) and made a significant impact on the economic and environmental conditions in the south of Haiti.

As a local organization, ORE had been able to gauge local farmers' needs and adapt solutions to their way of life within their environment. However, due to the impact of the climate change this environment is becoming very degraded which makes it very difficult for those farmers to face new challenges. Besides the traditional donors (USAID, EU, IADB), there are other sources of funding available in the climate finance to support projects in the field of agriculture as a response to the climate change. Currently, after donors' approval of the projects, ORE recruits Project Managers to execute the projects and who work under the supervision of the executive board.

1.2. Statement of the problem

Despite years of experience, the way ORE implements projects, as aforementioned, prevents the organization from systemizing the management experiences in order to be able to reap benefits from similar projects by the implementation of the lessons learned and the definition of methodologies for specific groups of projects considering the PMBOK® Guide.

ORE seems to not be as well structured as expected from a project management perspective as to being more competitive to receive large grants from donors and from untraditional donors like Green Climate Fund (GCF). An organization that has a solid organizational and administrative structure meets much more often donors' expectations, which considers a good organizational structure (with a PMO office) as a guarantee in the use of funding allocated to projects.

As the ORE's mission is to improve environmental, agriculture, and farmers' economic conditions, this mission is very affected by the impacts of the climate change that lead to the need of new funding for mitigation and adaptation projects. In that sense, the need to be better organized internally becomes a matter of institutional survival in a context marked by the impacts of climate change on rural communities. Therefore, it is more than vital for the said mission to position itself in the climate finance market in order to diversify its sources of financing in the process of supporting the rural population who continues to suffer the consequences of the phenomenon of climate change. Haiti as a Small Island Developing States (SIDS) is greatly eligible for climate finance (Heinrich Boll Stiftung, 2017).

1.3. Purpose

As mentioned above, there is a need for ORE to bring institutional changing to improve project management practices and to be able to take advantage of the climate finance opportunities alongside traditional sources of financing (USAID, EU, and IADB).

Therefore, the main purpose of this FGP is to propose a PMO that will oversee the alignment of programs, projects with the ORE's strategic goals and, reinforce its ability in developing, managing projects by considering all the Project Management Institute (PMI)'s requirements with an open eye on the green procurement in order to support sustainable development. This will be possible by making an analysis of ORE's organizational structure and Project Management Maturity Level.

The key benefit of this process, regardless of the type of PMO developed, is for ORE to become more competitive in terms of project management being able to take advantage of more traditional funding as it positions itself in the climate finance market.

1.4. General objective

To establish a Project Management Office within the Organization for the Rehabilitation of Environment (ORE), to increase managerial capacity in managing projects and take advantage of more funding.

1.5. Specific objectives

1. To make the assessment of ORE's maturity level to determine the project management strengths and weaknesses, improvement opportunities and needs.
2. To analyze all types of PMO in order to see which is best applicable to ORE.
3. To define the role and responsibilities of the proposed PMO and its position within the hierarchical ORE's organizational management in order to improve the organization's competitiveness.
4. To propose the PMO implementation plan in order to show all steps needed to be accomplished.

2. THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

As a pilot case, this research is performed in Haiti within the Organization for the Rehabilitation of the Environment (ORE), which is a local NGO that provides support to local communities in order to improve their life conditions.

2.1.1 Company/Enterprise background

ORE Haiti was established in 1985 to improve environmental, agricultural, and economic conditions in rural Haiti by promoting high revenue tree crops, improved seeds, and marketing programs. The headquarter is in Camp Perrin in the south of Haiti where it has a farm of more than 5000 square meters of land with a lot of facilities to run the farm.

With the financial support of donors, ORE had implemented several programs in agriculture, forestry, food processing, research, that have a great impact on the general economic and environmental conditions in the south of Haiti. Recently, the organization opened a food processing factory for maize processing and helped the organization to add value to the corn produced by the farmers.

2.1.2 Mission and vision statements

Mission

To improve environmental, agriculture and economic conditions in rural areas in Haiti by promoting high revenue tree crops, improved seeds, and marketing programs (ORE, 1985).

Vision

Keep on working to meet the needs of local farmers and adapt solutions to their way of life by considering the impact of climate change on their livelihood in the south department (ORE, 1985).

2.1.3 Organizational Structure

The following figure highlights the organizational structure of ORE.

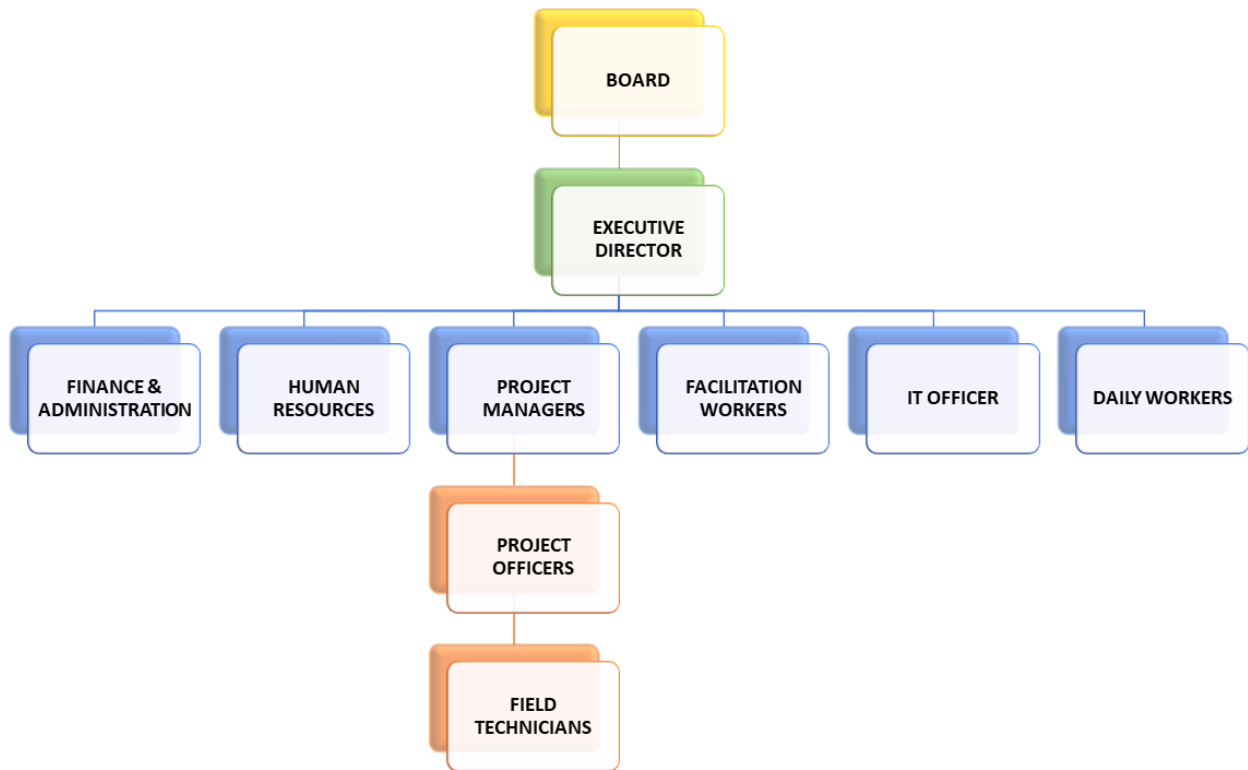


Figure 1: ORE’s Organizational structure (Source: Author, 2022)

ORE is led by an executive board which supervises the actions undertaken in all the departments. The executive board’s members have the lead in all processes: (data collection, data processing, lab experimentation) for the preparation of project proposals and the relation with donors. Currently ORE does not have a Project Management Office (PMO) supporting its strategic goals’.

The Executive Director is tasked with overseeing day-to-day activities, improving performance, developing organizational culture, reporting on the alignment of projects with the organizational mission and vision, and directing organizational strategy. Moreover, the Executive Director suggests to the board some project ideas and supervises heads of the following departments:

- a) **Finance and Administration:** This unit is in charge preparing and posting receipts, deposits, purchase orders, invoices, refunds, and other standard bookkeeping tasks. Manage accounts receivable and accounts payable. Review and process reimbursements. Prepare, track, and reconcile ledgers and budgets.
- b) **Human Resources:** this unit is in charge of procurement for the recruitment of all human resources needed by the organization.
- c) **Project Managers:** are in charge of making the Planning, the execution of all projects and the supervision of the project team.
- d) **Daily Workers:** this category includes both labor and consulting that the organization used to perform specific duties. They are not employee positions of the organization.
- e) **Projects Officers:** are in charge of all the stages of a project's life cycle and have duties such as managing resources, monitoring project execution, reporting to senior management, ensuring a continuous flow of information among project team members, and assigning tasks.
- f) **Field Technician:** is in charge of working closely with the community and assisting the farmers during the implementation of new technical packages.

2.1.4 Products Offered

Since the past years ORE has been working on the following programs to improve farmers' life conditions in the south of Haiti.

a. Crop breeding program

ORE's crop breeding program has been focusing on enhancing the nutritional content of Haiti's major staple crops: breeding crops for better nutrition. By improving the nutrient content of staple foods, and promoting nutritious tree crops it is possible to help solve several problems that contribute to malnutrition in Haiti.

b. High value tree crop program

ORE is committed to providing Haitian farmers with quality high performance seeds adapted to local farming conditions as a response to the climate change. Priority is being given to bio-fortified staple crop seeds such as the high-yield quality protein maize (QPM) and iron rich bean seeds ORE is providing for farmers.

ORE's high value tree crop program is based on the simple premise that by providing the local farmers with commercial tree crops it is possible to promote both sustainable economic growth and long-term protection of the environment.

c. Dried mango program

ORE is operating a dried mango facility in Camp Perrin which is producing around half a ton of export quality dried mangos a year.

Despite the implementation of all these programs and projects, the organization does not have a Project Management Office (PMO) that will allow it to systematize its experiences in project management.

2.2 Project Management Concepts

2.2.1 Project

A project is “a temporary endeavor undertaken to create a unique product or service or result” (PMI, 2017, p.4). As part of this work, the purpose of this research shall be a proposal of a Project Management Office (PMO) for the ORE.

2.2.2 Project Management

According to PMI, “project management is the application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements” (PMI, 2017, p.10). This is accomplished through the appropriate application and integration of the project management process.

Project management enables organizations to execute projects effectively and efficiently. In that sense, according to Kissflow (2021), an effective project management helps individuals, groups, public and private organizations to:

- Manage change in a better manner.
- Optimize the use of Organizational resources
- Response to risks in a timely manner
- Satisfy stakeholders' expectations
- Deliver right product at the right time
- Identify, recover, or terminate failing project

With an operational PMO, an organization will benefit more from the advantages mentioned above.

2.2.3 Project life cycle

A project life cycle is “the series of phases that a project goes through from its start to its completion” (PMI, 2017, p.19). It provides the basis framework for managing the project. This basic framework applies regardless of the specific project work. The phases may be sequential, iterative, incremental, adaptive, or overlapping. The following figure highlights all these cycles.



Figure 2: Project Life Cycle (Source: Smartsheet, 2021)

2.2.4 Project management processes

PMI (2017) defines a project management process group as, “a logical grouping of project management processes to achieve specific project objectives” (p. 23). The project management processes are Initiation, Planning, Execution, Monitoring & Control, and Closing. These processes are applicable to all projects and are highly interactive (p.23).

2.2.5 Project management knowledge areas

According to PMI (2017), “a knowledge area is an identified point of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools and techniques” (p.23). In project management, these knowledge areas interact with the five (5) main process groups mentioned above.

For the purpose of this FGP, the application of the following project management knowledge areas will be considered.

- 1) Project Integration Management:** PMI (2017) defines Project Integration Management as “the processes and activities that help to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups. In the project management context, integration includes characteristics of unification, consolidation, communication, and interrelationship” (p. 69).
- 2) Project Scope Management:** refers to “the processes required ensuring that the project includes all the work required, and only the work required, to complete the project successfully” (PMI, 2017, p. 129).
- 3) Project Schedule Management:** refers to “the processes required to manage the timely completion of the project” (PMI, 2017, p. 173).

- 4) **Project Cost Management:** PMI (2017) defines project cost management as “the processes involved in planning, estimating, budgeting, financing, funding, and controlling cost so the project can be completed with the approved budget” (p. 24).
- 5) **Project Quality Management:** according to the PMI, it “includes the processes for incorporating the organization’s quality policy regarding planning, managing and controlling project and product quality requirements in order to meet stakeholders’ objectives” (PMI, 2017, p.271).
- 6) **Project Resources Management:** according to PMI (2017), project resource management “includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project” (PMI, 2017, p.307).
- 7) **Project Communication Management:** PMI (2017) defines project communication as “the process required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring of project information” (p.24).
- 8) **Project Risk Management:** PMI (2017) defines this process as-conducting risk management planning, identification and analysis, response planning, response implementation and monitoring risk on a project (p.24).
- 9) **Project Procurement Management:** PMI (2017) defines it as “the process necessary to purchase or acquire products, services, or results needed from outside the project team” (p.24).
- 10) **Project Stakeholders’ Management:** PMI (2017) defines it as “the processes helping to identify the person or persons, groups, and organizations that may impact or may be impacted by the outcome of a project” (p.24).

The following figure highlights all knowledge areas and project management process groups.

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Control Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

Figure 3: Project Management Process Groups & Knowledge Areas mapping
(Source: PMI, 2017, p. 25)

2.2.6 Project Management Office (PMO)

According to PMI (2017), a Project Management Office (PMO) is “an organizational management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques” (p.48). There are three (3) basic types of PMOs considering the level of influence and control over the projects they may have within an organization:

a. Supportive PMO

This type of PMO provides a consultative role to the organization using its templates, access to information, lessons learned, and capitalizing on data collected from previous projects. It also has a very low level of control over projects, as the framework for the implementation of projects within the organization is not very strong. This type of PMO is suited for an organization with a weak matrix type of Organizational structure.

b. Controlling PMO

This type of PMO can perform as many tasks as the supportive PMO and even more. It also has the power to enforce compliance with organizational practices. This will help to perpetuate the good practices resulting from the implementation of other projects. A supportive PMO can suggest and guide but cannot enforce compliance in projects. The Controlling PMO has a moderate level of control over projects, and it is more suitable for organization with a Balanced Matrix type of organizational structure.

c. Directive PMO

This type of PMO has the authority to direct projects. It has a high level of control over the project by providing support and resources needed for the implementation of the projects. Within this PMO, Project Managers are assigned to projects and report to the PMO. And it is more accurate for an organization with strong Matrix or Organization structure.

As detailed above, the responsibility of a PMO can range from providing project management support to directly managing one or more projects. “It is the natural liaison between the organization’s portfolios, programs, projects, and the organizational measurement system” (PMI, 2017, p.48).

The following chart highlights the characteristics of each type of PMO.

Chart 2. Characteristics of each type of PMO. (Source: Author, 2022)

PMO Type	Characteristics	Type of Organizational structure suitable	Suitable maturity level
Supportive	<ul style="list-style-type: none"> ▪ Low level of control over project ▪ Consultative role on project ▪ Supplies’ template, best practices, lessons learned ▪ Cannot enforce 	Functional or weak matrix	1
Controlling	<ul style="list-style-type: none"> ▪ Provide support and guidance to project, PM training and tools assistance ▪ Enforce compliance to organizational practices ▪ Moderate control over project 	Balanced Matrix	2--3
Directive	<ul style="list-style-type: none"> ▪ Projects managed directly by PMO ▪ PM assigned and reports to PMO ▪ High level control over project 	Strong Matrix or Projectized	4--5

2.2.7 Project Management Maturity

Project management maturity refers to an organization’s development of a project management approach, methodology, strategy, and decision-making process. When the organization is aware of its maturity level that helps to identify the gaps to be filled in a process of capacity building in terms of project management (Pretorius et al., 2012) cited by Godwin F.D (2017). According to the literature review, the maturity models are mentioned below.

A. Portfolio, Program & Project Management Model (P3M3)

According to (Sowden et al., 2008), cited by Dovor (2017), the P3M3 is a model developed to assess government maturity standards, it also acts as a framework for improvement and progression towards realistic and achievable goals that are suitable for business needs and aspirations.

The P3M3 has a strong support base in the United Kingdom. It is based on seven project process-related perspectives. These perspectives are:

1. Organizational governance
2. Management control
3. Benefits management
4. Risk management
5. Stakeholder management
6. Finance management
7. Resource management.

(Young et al., 2014) cited by Godwin F. D (2017) argue that one deficiency of the P3M3 model is that it uses a single number to represent maturity at the project, program, and portfolio level. The concern is that the single number reported is therefore misleading and will generally report a lower level of maturity than what is present in an organization. It also may paint a poorer picture than what might exist and disregard the relative closeness of the next higher level. Another shortcoming also mentioned is that the 'generic attributes' evaluated in all three P3M3 domains are claimed as essential to achieving improvement in project management maturity. It is doubtful however whether these generic attributes are appropriate for program and portfolio management domains, which are typically more complex than standalone project management (Young et al., 2014) cited by Dovor (2017).

B. Capability Maturity Model Integration (CMMI)

The CMMI was developed by the Software Engineering Institute at Carnegie Mellon University as a process improvement tool for projects, divisions, or organizations. The Department of Defense (DoD) and the United States Government (US) helped develop the CMMI.

The Capability Maturity Model Integration (CMMI) is “a process and behavioral model that helps organizations streamline process improvement and encourage productive, efficient behaviors that decrease risks in software, product, and service development” (Sarah K. White, 2021).

The CMMI model is designed to help improve performance by providing businesses with everything they need to consistently develop better products and services. But the CMMI is more than a process model; it’s also a behavioral model. Businesses can use the CMMI to tackle the logistics of improving performance by developing measurable benchmarks, but CMMI can also help create a structure for encouraging productive, efficient behavior throughout the organization (Musa et al., 2010) cited by Dovor (2017).

There are five (5) maturity levels used in the assessment of CMMI (Musa et al., 2010) cited by Dovor (2017):

- **Maturity Level 0 – Incomplete:** At this stage, work “may or may not get completed.” Goals have not been established and processes are only partly formed or do not meet the organizational needs.
- **Maturity Level 1 – Initial:** Processes are viewed as unpredictable and reactive. At this stage, “work gets completed but is often delayed and over budget.” This is the worst stage an organization can find itself in: an unpredictable environment that increases risk and inefficiency.
- **Maturity Level 2 – Managed:** There is a level of project management achieved. Projects are “planned, performed, measured and controlled” at this level, but there are still a lot of issues to address.

- **Maturity Level 3 – Defined:** At this stage, organizations are more proactive than reactive. There is a set of “organization-wide standards” to “provide guidance across projects, programs and portfolios.” Businesses understand their shortcomings, how to address them and what the goal is for improvement.
- **Maturity Level 4 – Quantitatively managed:** This stage is more measured and controlled. The organization is working off quantitative data to determine predictable processes that align with stakeholder +s’ needs. The organization is ahead of risks, with more data-driven insight into process deficiencies.
- **Maturity Level 5 – Optimizing:** Here, an organization’s processes are stable and flexible. At this final stage, an organization will be in constant state of improving and responding to changes or other opportunities. The organization is stable, which allows for more “agility and innovation,” in a predictable environment.

C. Organizational Project Management Maturity Model (OPM3)

Developed by the Project Management Institute (PMI) between 1998 and 2013, OPM3 is aligned specifically with PMBOK® Guide methodology and is a maturity model that is believed to be suitable for any size of organizations, location, or practice environment (Langston and Ghanbaripour, 2016), cited by KNOR (2017).

The OPM3 helps to measure the level of maturity of projects and practices, based on best practices as its methodology for assessment. OPM3 makes the comparison between organizational activities with many standardized best practices, measuring them in project, program, and portfolio management contexts by examining capabilities and related outcomes; OPM3 maturity is classified into four levels. (Pinto and Williams, 2013) cited by KNOR (2017). The levels are the following:

1. Standardize: Structured processes are adopted
2. Measure: Data is used to evaluate process performance

3. Control: Control plan developed for measures
4. Continuously improve: Processes are optimized OPM3 is by far the most sophisticated of the identified maturity models in the discipline of project management. It is also the most resource intensive (Backlund et al., 2014). OPM3 is based on series of project management best practice standards collated by certified assessors.

According to John Schlichter III (2020), the OPM3 Capability Statements, Outcome Statements, and KPI's are not currently available to new users because PMI wrote off the expense of packaging that IP in a failed PMI software product named ProductSuite, and retirement of PMI's ProductSuite confused the separate issue of OPM3's *legacy*. These decisions (including how to release the IP going forward) are under review by PMI's CEO Sunil Prashara looking forward to the PMI4.0 strategic plan. When the knowledge contained in OPM3's Capability Statements, Outcome Statements, and KPI's becomes available to organizations adopting Disciplined Agile Delivery (DAD), Citizen Development, or other frameworks, the leaders of those organizations can use that knowledge to increase maturity and perform team-based work more successfully, consistently, and predictably. OPM3 is still under review.

D. Lean Six sigma Maturity Model

According to (QP, 2017), cited by Godwin K. D (2017), Six sigma is described as a strict data driven methodology that has a set of techniques and tools for process improvement. It seeks to improve the quality of the output of a process by identifying and removing the causes of defects and minimizing variability in manufacturing and business processes.

Lean six sigma is a fact-based data driven philosophy of quality improvement that values defect detection. It drives customer satisfaction and bottom-line results by reducing variation, waste, and cycle time. It promotes the use of work standardization and flow, thereby creating a competitive advantage. It is applicable anywhere variations and waste exist. The distinction between six sigma and Lean

is not clear (blurred) because process improvements require aspects of both. They overlap in many aspects, although they do present some functional differences. Lean focuses on waste reduction while six sigma focuses on variation reduction. Lean uses less technical tools such as workplace organization and visual controls, while six sigma uses statistical data analysis and design of experiments (Rahman, 2021).

Lean six sigma maturity assessment model is based on a detailed step by step quantitative scoring of pre-established parameters. This is to diagnose the current state of an organization or company. The Six sigma methodology is aimed at leading an organization towards a future state of improving its internal processes, satisfy its customers/clients, and allow its leaders to know the current state of their business. Also, this can be used to identify the strengths and weakness of the organization. The same can improve opportunities, and the balance sheet, and return on investment (ROI). According to Godwin K. D (2017), Lean six sigma maturity model is categorized in five levels:

1. Initial: Processes are unpredictable, poorly controlled, and reactive
2. Managed: Processes are characterized for projects and are often reactive
3. Defined: Processes are characterized for the organization and are proactive
4. Quantitatively managed: Processes are measured and controlled
5. Optimizing: There is a focus on process improvement

The Lean six-sigma model has a series of questionnaires set to evaluate twelve categories that will cover an organization's structure. Six sigma methodology of maturity assessment requests the use of a three (3) phase approach that is called: the 3A Approach (Analyze, Assess, and Address). The 3A approach consists of using a scorecard with twelve pre-established parameters. These are, leadership alignment, leadership approach towards six sigma, employee involvement, training, process capability, approach to errors, data driven problem solving, continuous improvement methodologies, standard work, value stream mapping, accounting support to lean six sigma and housekeeping. These parameters while originally set for quality management for the industrial sector, have been used to evaluate

maturity levels in this sector. Six sigma rating scale is from one (1) - five (5). This standard scale is used to assess the individual parameters where one (1) represents the lowest maturity and five (5) represents the optimum in a particular category (Godwin K. D, 2017).

E. Project Management Maturity Model (PMMM)

Project management maturity refers to the progressive development of an enterprise-wide project management approach, methodology, strategy, and decision-making process. Project Management Maturity Model (PMMM) is a formal tool developed by PM Solutions and used to measure an organization’s project management maturity. Once the initial level of maturity and areas for improvement are identified, the PMMM provides a roadmap, outlining the necessary steps to take toward project management maturity advancement and performance improvement (Crawford, 2006). The following figure highlights the five level of maturity:

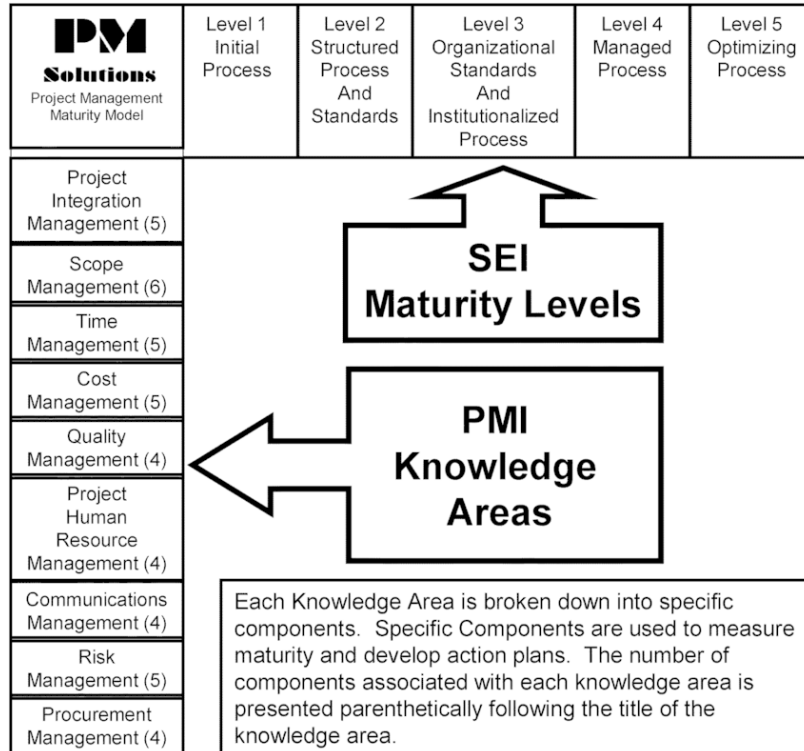


Figure 4: The PM solutions project management maturity model (Source: Pennypacker, J. S. & Grant, K. P., 2002)

There are five levels of maturity included in the PM Solutions Project Management Maturity Model.

- **Level 1: Initial Process**

“Although there is a recognition that there are project management processes, there are not established practices or standards, and individual project managers are not held to specific accountability by any process standards. Documentation is loose and ad hoc. Management understands the definition of a project, that there are accepted processes, and is aware of the need for project management. Metrics are informally collected on an ad hoc basis” (Pennypacker 2001, 25).

- **Level 2: Structured Process and Standards**

“Many project management processes exist in the organization, but they are not considered an organizational standard. Documentation exists on these basic processes. Management supports the implementation of project management, but there is neither consistent understanding, involvement, nor organizational mandate to comply for all projects. Functional management is involved in the project management of larger, more visible projects, and these are typically executed in a systematic fashion. There are basic metrics to track project cost, schedule, and technical performance, although data may be collected/correlated manually. Information available for managing the project is often a mix between summary level data, and detailed level data” (Pennypacker 2001, 25).

- **Level 3: Organizational Standards and Institutionalized Process**

“All project management processes are in place and established as organizational standards. These processes involve the clients as active and integral members of the project team. Nearly all projects use these processes with minimal exception management has institutionalized the processes and standards with formal documentation existing on all processes and standards. Management is regularly involved in input and approval of key decisions and documents and in key project issues. The project management processes are typically automated. Each project is evaluated and managed in light of other projects” (Pennypacker 2001, 25).

- **Level 4: Managed Process**

“Projects are managed with consideration to how the project performed in the past and what is expected for the future. Management uses efficiency and effectiveness metrics to make decisions regarding the project and understands the impacts on other projects. All projects, changes, and issues are evaluated based upon metrics from cost estimates, baseline estimates, and earned value. Project information is integrated with other corporate systems to optimized business decisions. Processes and standards are documented and in place to support the practice of using such metrics to make project decisions. Management clearly understands its role in the project management process and executes it well, managing at the right level, and clearly differentiating management styles and project management requirements for different sizes/complexities of projects. Project management processes and standards are integrated with other corporate processes and systems” (Pennypacker 2001, 25).

- **Level 5: Optimizing Process**

“Processes are in place and actively used to improve project management activities. Lessons learned are regularly examined and used to improve project management processes, standards, and documentation. Management and the organization are not only focused on effectively managing projects but also on continuous improvement. The metrics collected during execution are used to understand the performance of not only a project but also for making organizational management decisions for the future” (Pennypacker 2001, 25).

The following chart highlights the meaning of each maturity level from Level 1 to Level 5.

Chart 3. PM Maturity Levels from 1 to 5 (Source: Crawford, 2006)

1	2	3	4	5
Initial Process	Structural process	Organizational Standards	Management Process	Optimization Process
<ul style="list-style-type: none"> ▪ Had hoc processes ▪ Management awareness 	<ul style="list-style-type: none"> ▪ Basic process, not standard on all Projects. ▪ Use on large, highly visible projects' management support and encourage use of Mix of intermediate and summary level information. ▪ Estimate and schedules base on expert knowledge and generic tools ▪ Project centric focus. 	<ul style="list-style-type: none"> ▪ All processes' standards for all projects are repeatable ▪ Management had institutionalized process, summary and detailed information, baseline, and informal collection of actual data ▪ Estimate and Schedule may be based on industry standards and organizational practices. 	<ul style="list-style-type: none"> ▪ Processes integrated with corporate process, management mandates compliance and takes an organizational entity view ▪ Solid analysis of Project performance. ▪ Estimates and schedules, normally based on organization's specific management, uses data to make decision. 	<ul style="list-style-type: none"> ▪ Process to measure Project effectiveness and efficiency ▪ Process in place to improve Project performance and management focuses on continuous improvement

2.2.8 Maturity assessment model for this FGP

The Maturity models reviewed aims to evaluate the current situation of the organization with a view of highlighting, strengths, and weaknesses in terms of project management. It also serves to guide the executive board into the directions that require quick action to keep on track measurable success within the organization through project realization.

As ORE is performing project in the agriculture sector, there is a need to use a flexible method of maturity to assess its maturity level. In that sense the method to use must have the following characteristics:

- Measure of organizations practices by considering ten knowledge areas of project management.
- Can be compared to a standardized level of maturity framework.
- Can be used for any size company or sector and applicable to starter companies as well as existing and matured organizations or companies.
- Its procedure and processes should not only be rated against a “one size fit all” best practices, but also company specific best practices.
- Do not need a lot of financial support to use.

Based on the above characteristics the Project Management Maturity Model (PMMM) is a formal tool developed by PM Solutions as methodology of maturity assessment, which is based on PMBOK® Guide ten knowledge areas. This model has five levels of maturity that help to examine an organization’s implementation across the ten-project management knowledge area. Also, the PMMM has a detailed step by step quantitative scoring of pre-established parameters that will be used for this FGP.

The Project Management Maturity Model (PMMM) methodology will use interviews and surveys with team members, and all answers about each level of maturity will be compared to framework specifics for each level.

2.2.9 Climate finance

“Climate finance refers to the financial resources mobilized to help developing countries mitigate and adapt to the impacts of climate change, although a definition of the term “climate finance” is yet to be agreed internationally. While there is no clarity on mid-term finance targets, countries have reiterated their commitment to increasing climate finance to USD 100 billion per year from public and private sources by 2020. In the climate finance the sources can be Bilateral, Multilateral, and private” (Heinrich Boll Stiftung, 2021).

a. Multilateral channels for climate finance

The multilateral climate finance initiatives often break from contributor country-dominated governance structures, typical in development finance institutions. This gives developing country governments greater voice and representation in decision-making. Steps to increase inclusion and accountability in multilateral fund governance have also been taken, by consecutively creating a role for non-governmental stakeholders as observers to fund meetings, with varying degrees of active participation opportunities (Heinrich Boll Stiftung, 2011). For example:

- The Global Environment Facility (GEF).
- The Least Developed Countries Fund (LDCF) and the Special Climate Change Fund (SCCF) under the guidance of the UNFCCC Conference of Parties (COP).
- The Adaptation Fund (AF) is financed through a 2% levy on the sale of emission credits from the Clean Development Mechanism of the Kyoto Protocol.
- The Climate Investment Funds (CIFs) established in 2008 are administered by the World Bank but operate in partnership with regional development banks including: the African Development Bank (AfDB), the Asian Development Bank (ADB), the European Bank for Reconstruction and Development (EBRD), and the Inter-American Development Bank (IDB).

- The Forest Carbon Partnership Facility (FCPF), to explore how carbon market revenues could be harnessed to reduce emissions from deforestation and forest degradation, forest conservation, sustainable forest management and the enhancement of forest carbon stocks (REDD+).

b. Bilateral channels for climate finance

A large share of public climate finance is spent bilaterally, administered largely through existing development agencies. There is limited transparency and consistency in the reporting of bilateral finance for climate change, however, with countries self-classifying and self-reporting climate-relevant financial flows deprived of a common reporting format, or independent verification. Some of the bilateral approaches that countries are taking to delivering climate finance are (Heinrich Boll Stiftung, 2011):

- Germany's International Climate Initiative which has approved USD 952 million for a total of 284 mitigation, adaptation, REDD+ projects.
- Norway's International Forest Climate Initiative.
- International Forest Carbon Initiative (IFCI).

The figure below provides an overview of the global climate finance architecture, focusing particularly on public climate financing mechanisms. Funds flow through multilateral channels both within and outside the UNFCCC Financial Mechanism as well as through bilateral and regional initiatives and channels. A growing number of recipient countries are also setting up national climate change funds that receive funding from multiple contributors. The architecture has differing structures of governance, modalities, and objectives. The types of climate finance available vary from grants and concessional loans, to guarantees and private equity. The proliferation of climate finance mechanisms increases the challenges of coordinating and accessing finance, as well as its monitoring. While the transparency of climate finance programmed through multilateral initiatives is increasing, detailed information on bilateral initiatives, regional and national funds are often less readily available.

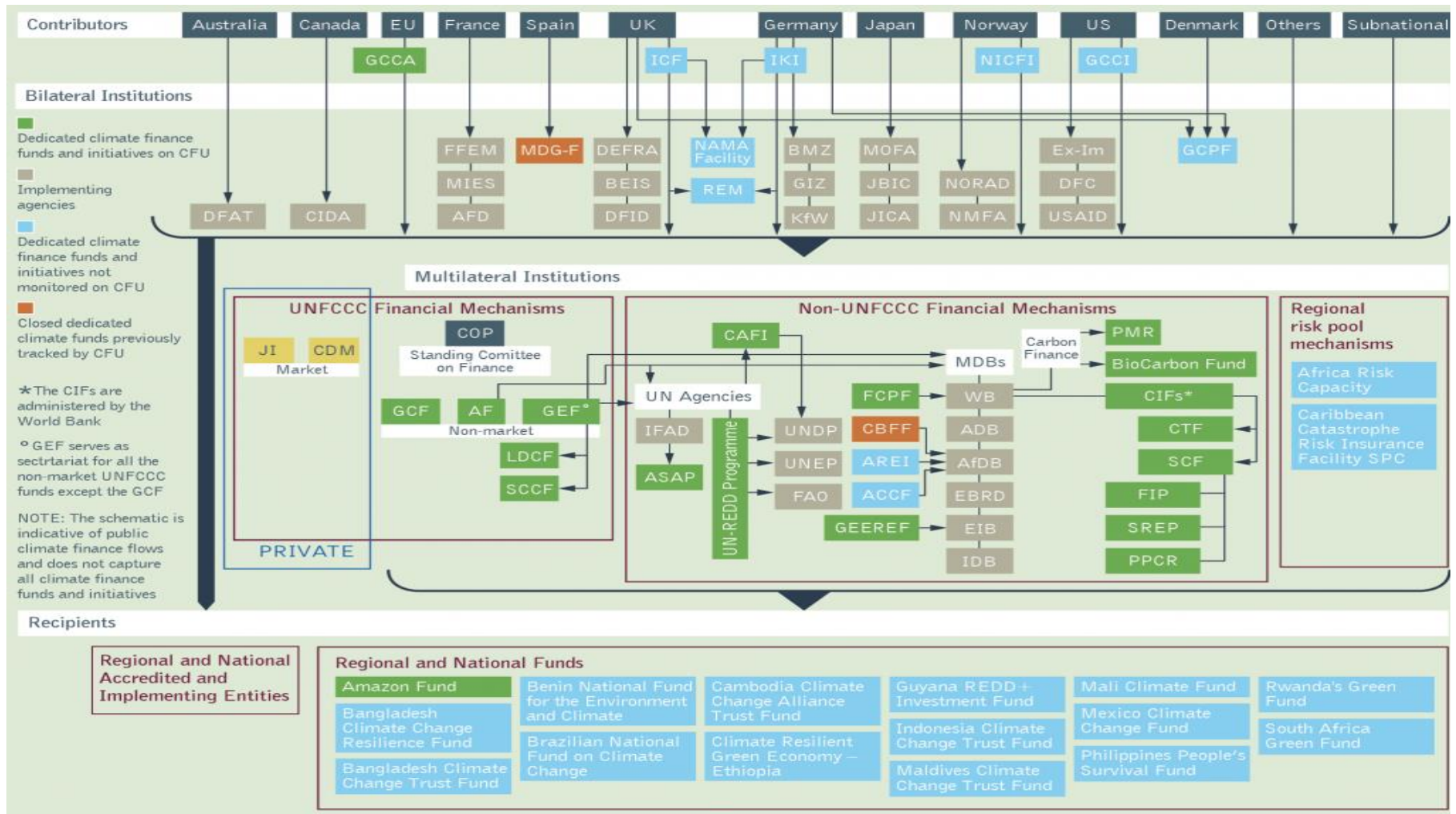


Figure 5: Climate Finance Architecture (Source: Climate funds Update, 2021)

3. METHODOLOGICAL FRAMEWORK

3.1 Information sources

Source means the origin of something. In that sense an Information Source is an origin of information for somebody. Information sources may be observations, people speeches, documents, pictures, organizations, among others (Lisbdnetwork, 2021).

The development of the Final Graduation will be done with primary and secondary information sources.

3.1.1 Primary sources

They are the first published records of original research and development or description of new application or new interpretation of an old theme or idea. There are original documents representing unfiltered original ideas (Lisbdnetwork, 2021).

For this FGP the primary source of information which will be used will consist of interviews with ORE's staff director and stakeholders, ORE's website, and personal experience.

3.1.2 Secondary sources

According to Lisbdnetwork (2021), secondary sources of information are those which are either compiled from or refer to primary sources of information. The original information having been casually modified selected or reorganized so as to serve as a definite purpose for groups of users.

For this FGP the secondary source of information which *will* be used will consist of previous UCI's FGP on PMO set up, the PMBOK® Guide Sixth edition, ORE archives, the World Wide Web, journals, documentaries, presentations on project management and PMO.

Chart 3 shows a list of primary and secondary sources used for each objective of the Final Graduation Project.

Chart 4. Information sources (Source : Author, 2022)

Objectives	Information sources	
	Primary	Secondary
1. To make the assessment of ORE's maturity level to determine the project; management strengths, and weaknesses, improvement opportunities and needs.	<ul style="list-style-type: none"> ▪ The organizational structure of ORE ▪ ORE's operational processes and procedures. 	<ul style="list-style-type: none"> ▪ Project management tools and techniques from PMO experiences and experts. ▪ The literature from the World Wide Web. ▪ Previous academic works on that matter (Previous FGP at UCI).
2. To analyze all types of PMO to see which is best applicable to ORE.	<ul style="list-style-type: none"> ▪ Interview with ORE's board members and the Director, Technicians, Project Team & key stakeholders. 	<ul style="list-style-type: none"> ▪ Website research on PMO, Project Management sources, templates, and documentaries
3. To define the role and responsibilities of the proposed PMO and its position within the hierarchical ORE's organizational management chart in order to improve the organization's competitiveness.	<ul style="list-style-type: none"> ▪ ORE's board members, Project manager 	<ul style="list-style-type: none"> ▪ Project Management websites PM books, PMBOK® Guide, articles, and presentations from Project Management offices.

Objectives	Information sources	
	Primary	Secondary
4. To propose the PMO implementation plan to show all steps needed to be accomplished	<ul style="list-style-type: none"> ▪ Project manager 	<ul style="list-style-type: none"> ▪ PMBOK® Guide, articles, and presentations from Project Management offices. Journals, and Project Management websites.

3.2 Research methods

According to the University of Pretoria, “Research methods refers to the tools that one uses to do research. These can either be qualitative or quantitative or mixed. Quantitative methods examine numerical data and often require the use of statistical tools to analyze collected data. This allows for the measurement of variables and relationships between them can then be established. This type of data can be represented using graphs and tables. Qualitative data is non-numerical and focuses on establishing patterns. Mixed methods are composed of both qualitative and quantitative research methods. Mixed methods allow for unexpected results’ explanation”.

Additionally, the University of Pretoria states that “it involves inductive and deductive methods” (2017). Inductive research methods analyze an observed event, while deductive methods verify the observed event. Inductive approaches are associated with qualitative research, and deductive methods are more commonly associated with quantitative analysis.

In this case, the following research methods will be used to complete the Final Graduation Project.

3.2.1 Analytical method

According to Reference (2020) the analytical method is “a specific type of method that involves critical thinking skills and the evaluation of facts and information relative to the research being conducted”.

3.2.2 Deductive – Inductive method

According to Gabriel, D. (2013)., the deductive method is aimed and testing theory. It is concerned with the generation of new theory emerging from data. A deductive approach usually begins with a hypothesis whilst an inductive approach will usually use research questions to narrow the scope of the study.

Chart 4 shows the research method for each specific objective.

Chart 5. Research Method (Source: Author, 2022)

Objectives	Research methods	
	Analytical Method	Deductive-Inductive Method
1. To make the assessment of ORE’s maturity level to determine the project, management strengths, and weakness, improvement opportunities and needs.	To make the assessment of the current maturity status of ORE this method will be used. Project Management Maturity Model (PMMM) will be used as references and baseline standards.	This method will be used in testing the tools and techniques that will be used to assess the maturity status of the organization

Objectives	Research methods	
	Analytical Method	Deductive-Inductive Method
2. To analyze all types of PMO to see which is best applicable to ORE	This method will be used to study and understand the general and specific roles and responsibilities of a PMO within an organization.	This method will be used to make the comparison between the different PMO's characteristics, to determine which one is appropriate to ORE .
3. To define the role and responsibilities of the proposed PMO and its position within the hierarchical ORE's organizational management chart in order to improve the organization's competitiveness.	This method will be used for brainstorming of the roles and responsibilities to be assigned to the PMO as a new Unit within ORE's organizational chart.	This method will be used to have an accurate understanding of the roles and responsibilities of the different types of PMO, and after organizing these responsibilities to see how they can be applicable to ORE's PMO nowadays.
4. To propose the PMO implementation plan to show all steps need to be accomplished	This method will be used during brainstorming and analytical guide to develop the implementation plan for the PMO.	This method will help in using the data that will be collected during the gathered data. And that will help in creating new results.

3.3 Tools

PMI (2017) defines a tool as “something tangible, such as a template or software program, used in performing an activity to produce a product or result” (p. 725). Each tool used in the Final Graduation Project is identified below.

Chart 6. Tools (Source : Author, 2022)

Objectives	Tools
1. To make the assessment of ORE’s maturity level to determine the project; management strengths, and weaknesses, improvement opportunities and needs.	▪ Project Management Maturity Model (PMMM)/Pm Solutions
2. To analyze all types of PMO to see which is best applicable to ORE.	▪ Observations, Meetings, Expert judgment
3. To define the role and responsibilities of the proposed PMO and its position within the hierarchical ORE’s organizational management chart in order to improve the organization’s competitiveness.	▪ Meetings, Expert judgment, Internal consultation, Online PMO templates,
4. To propose the PMO implementation plan to show all steps needed to be accomplished.	▪ Stakeholders’ input and Online PMO research templates and experts’ advice.

3.4 Assumptions and constraints

PMI (2017) defines an assumption as “a factor in the planning process considered to be true, real, or uncertain, without proof or demonstration” (p. 699). PMI (2017) also defines a constraint as “a limiting factor that affects the execution of a project, program, portfolio, or process” (p. 701).

Chart 6 shows the assumptions and constraints considered on the Final Graduation Project for each specific objective.

Chart 7. Assumptions and constraints (Source: Author, 2022)

Objectives	Assumptions	Constraints
<p>1. To make the assessment of ORE's maturity level to determine the project; management strengths, and weaknesses, improvement opportunities and needs.</p>	<ul style="list-style-type: none"> ▪ ORE needs a PMO. 	<ul style="list-style-type: none"> ▪ Organizing the logistic to travel on the field to conduct the assessment due to political unrest in the area.
<p>2. To analyze all types of PMO to see which is best applicable to ORE.</p>	<ul style="list-style-type: none"> ▪ A PMO within ORE organizational chart will contribute to make ORE more effective in its projects. 	<ul style="list-style-type: none"> ▪ The methods used for this FGP do not help to measure the financial cost for the implementation of the chosen PMO.
<p>3. To define the role and responsibilities of the proposed PMO and its position within the hierarchical ORE's organizational management chart in order to improve the organization's competitiveness.</p>	<ul style="list-style-type: none"> ▪ Considering ORE's size, a PMO with five people would be more suitable financially. 	<ul style="list-style-type: none"> ▪ As the PMO will be a new unit within ORE's chart, determining the level of power granted to the PMO as a new unit is big concerned to the ORE board.

Objectives	Assumptions	Constraints
4. To propose the PMO implementation plan to show all steps needed to be accomplished.	<ul style="list-style-type: none"> ▪ This PMO needs time to become unconsciously competent in project management 	<ul style="list-style-type: none"> ▪ The methods used do not help to determine the cost of the implementation of a the PMO at ORE

3.5 Deliverables

PMI (2017) defines a deliverable as, “any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project” (p. 704). Chart 7 shows the expected deliverables for each specific objective.

Chart 8. Deliverables (Source: Author, 2022)

Objectives	Deliverables
1. To make the assessment of ORE’s maturity level to determine the project; management strengths, and weaknesses, improvement opportunities and needs	<ul style="list-style-type: none"> ▪ ORE’s maturity level report.
2. To analyze all types of PMO to see which is best applicable to ORE.	<ul style="list-style-type: none"> ▪ Report from the brainstorming session in order to select the suitable PMO for ORE.
3. To define the role and responsibilities of the proposed PMO and its position within the hierarchical ORE’s organizational management chart in order to improve the organization’s competitiveness.	<ul style="list-style-type: none"> ▪ Report with details on the roles and responsibilities assigned to the PMO. ▪ Location of the PMO on ORE’s organizational Chart.
4. To propose the PMO implementation plan to show all steps need to be accomplished.	<ul style="list-style-type: none"> ▪ Implementation plan to establish the PMO.

4. RESULTS

4.1 Assessment of ORE's maturity

The Project Management Maturity Model (PMMM)/PM solution methodology guideline has been used to assess ORE's maturity level in terms of project management, including the analysis of all ten (10) knowledge areas of Project management to identify ORE's current maturity level and area for improvement.

For this purpose, a questionnaire was elaborated by using Kobo toolbox. This questionnaire included the ten (10) knowledge areas, which were broken down into several components to evaluate different levels of maturity. During that process, each level of maturity was rated on a scale from one (1) to five (5) with one (1) being the lowest maturity level and five (5) being the optimum option to attain the highest maturity level. Please refer to Appendix 4: Questionnaire for further detail.

During this stage, to gather data, fourteen (14) people answered the questionnaire about ORE's Project management practices by means of an individual interview conducted on the field by the author at ORE's main office located in the south of Haiti. These people were selected for interview according to their experience and knowledge they have regarding project management practices within ORE and include three (3) members from the board, two (2) members from the executive committee, four (4) Project managers, and five (5) members from the Project team of ORE.

The following process was conducted for applying the questionnaire:

a. Individual interview

During this step, in front of a computer, both the questionnaire and the chart characteristic of each level in the maturity assessment proposed by Crawford were opened. The author asked all interviewees one by one what was their choice for each component within all ten (10) knowledge areas. The interviewees' compared and reviewed their answers regarding to what it said in the chart of characteristics to make sure that the chosen score reflects truly their level of understanding of the

specific maturity level, according to the project management practices within the organization. Then, the interviewees clicked on the chosen level (1, 2, 3, 4 or 5) for each component within all ten-knowledge areas detailed in the questionnaire. This comparison was made to ensure the quality of the data collected during this crucial step for this FGP. As quality data is critical to understanding what is happening on the ground and how the activities are impacting project management.

b. Online submission of the questionnaire

After having answered to all questions, always under the supervision of the author, the interviewees clicked on the submit button to submit the completed form. Automatically a blank copy of the questionnaire appears for the next participant and so on. All data collected were stored automatically in a database in Excel.

c. Data processing

After the survey, the data processing had been made by using the features of Excel software to calculate the mean for each component and knowledge area. The results are shown in Chart 8 below for each knowledge area, by using the key characteristics of the five (5) levels maturity as criteria.

Chart 9. Maturity results of each knowledge area (Source: Author, 2022)

Knowledge Area	1	2	3	4	5	Results	Description
	Initial Process	Structural process	Org. Standards	Manag. Process	Optimiz. Process		
Project Integration Management		2.42				2.42	Within ORE there are basic documented process in place for the development of project plans for integrating, analyzing, and developing reports about work results. Even do the processes are in place they are not considered as organizational standards.
Project Scope Management		2.82				2.82	Within ORE basic scope management process is in place. And many of ORE projects use the standard project management process to identify and manage project scope. And the ORE's management provides high and appropriate supports to the scope management process.
Project Schedule Management		2.63				2.63	Within ORE there is basic process, but they are not a requirement for planning and scheduling. However, standards scheduling approaches are used for large projects.

Knowledge Area	1	2	3	4	5	Results	Description
	Initial Process	Structural process	Org. Standards	Manag. Process	Optimiz. Process		
Project Cost Management		2.57				2.57	Within ORE processes exist for cost estimating, reporting and performance measurement. And also, there are documented process while identifying key resources in projects, for example: equipment and materials, labor and skill labor). However, these processes are not established as ORE standards.
Project Quality Management		2.64				2.64	ORE has a basic quality policy in place, which includes quality objectives, criteria of acceptances, roles, and responsibilities within projects. The ORE's management is also involved and encourage the application of this quality policy.
Project Resource Management		2.27				2.27	ORE has repeatable processes in place to define methods for planning, managing both physical and human resources. Project team evaluation is done because it is a requirement to report on their performance.

Knowledge Area	1	2	3	4	5	Results	Description
	Initial Process	Structural process	Org. Standards	Manag. Process	Optimiz. Process		
Project Communications Management	1.5					1.5	Within ORE there is no established standards for communication. However, a basic communications management is in place. Projects status and progress reports are distributed regularly. And stakeholders are noticed of phase and project completion activities.
Project Risk Management		2.53				2.53	Within ORE risk management process are documented and developed for all component areas. But are utilized generally for large projects with traditional donors. The projects team members understand macro and some detail-level risk. And in some projects strategic are integrated to deal with potential risks. Also, the ORE's management is very involved in planning and managing risks. For this knowledge area, all documented processes are repeatable, and risks are controlled on project-by-project basis.

Knowledge Area	1	2	3	4	5	Results	Description
	Initial Process	Structural process	Org. Standards	Manag. Process	Optimiz. Process		
Project Procurement Management		2.36				2.36	Within ORE for the procurement of goods and services, there is a document process for managing procurement. However, it is not a standard practice.
Project Stakeholder Management		2.48				2.48	ORE established a basic project management process. And projects with high profile within the organization follow the process in managing stakeholders
Power projects department maturity level						2.42	

According to the results, 90% of knowledge areas are at maturity level 2 while 10% are at level 1. Which means that the organization had applied basic procedures to all knowledge areas during the implementation of projects.

The following diagram shows the level results of ORE's project management maturity level for each knowledge area.

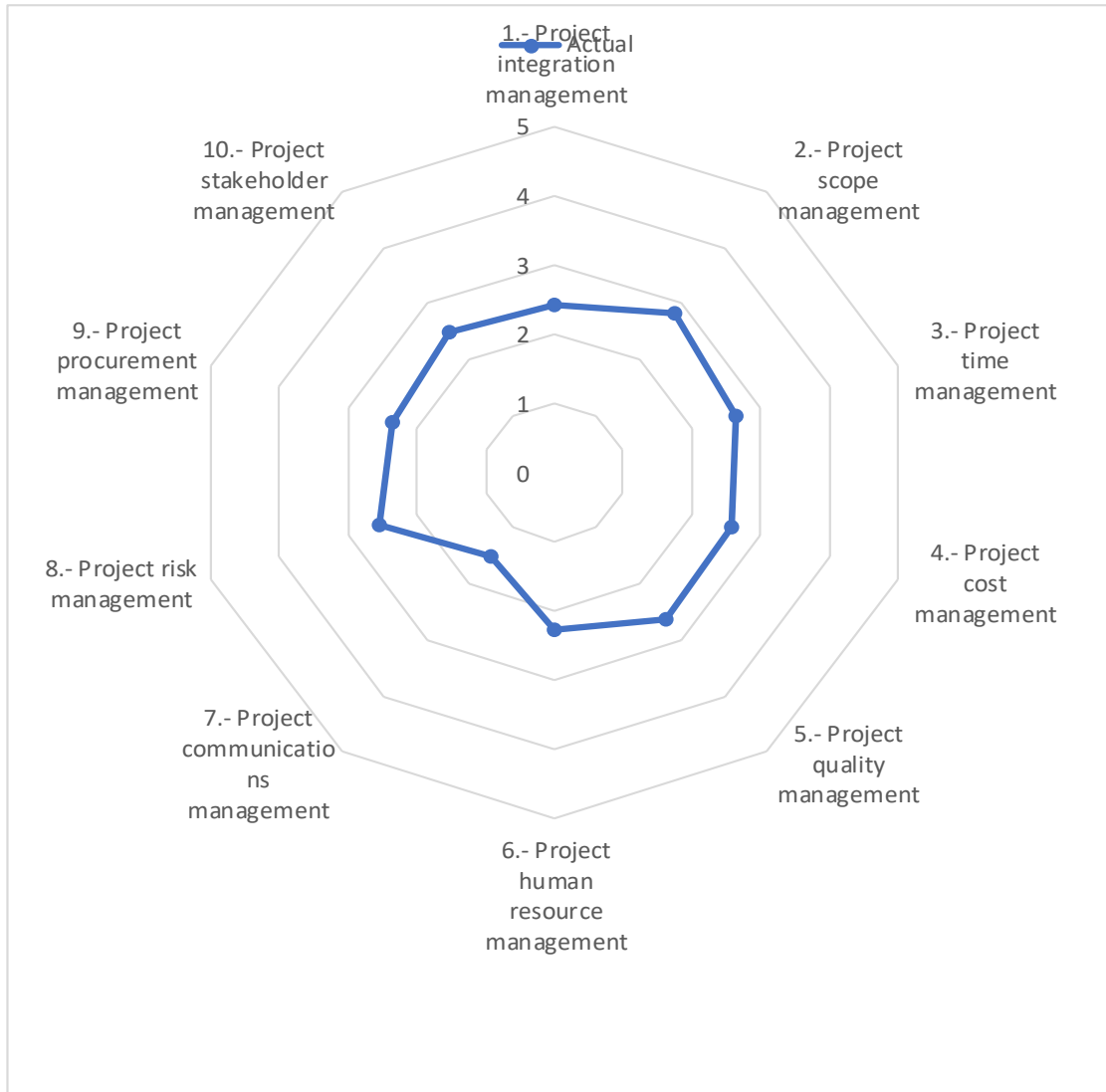


Figure 6: Actual result of ORE's maturity level for each knowledge area (Source: Author, 2022)

These results demonstrate within ORE the existence of a set of practices and procedures related all ten-knowledge area of project management which are globally (90%) at the maturity level 2 while 10% are at level 1. The project communication management is the knowledge area with the lowest level of maturity (Level 1). And ORE should emphasize and address this issue to move forward. The fact that ORE's maturity level is at level 2 for 90% of the knowledge areas that means the organization had applied basic processes in project management. Also, as these processes already exist as practice within ORE, we

will not start all over from scratch. In that sense, the need of a Project Management Office (PMO) has emerged to standardize all these existing processes to help them fulfill the PMI's requirements mentioned in the PMBOK® Guide. And to help the organization become more competitive in project management and position itself on the climate finance market.

4.2 Selection of the PMO for ORE

In the process of selection of a type of PMO that fit ORE's organizational needs, a brainstorming session took place with five (5) members of ORE's executive board and project staff. During that Workshop, the board presented an ORE's plan which aims became more competitive in project management for the next 5 years and all participants came up with the following criteria to combine with the PMO specific characteristics in order to select the type of PMO which fit for ORE.

- a) PMO which could standardize the process and procedures in term of project management by capitalizing on the lessons learned.
- b) PMO which could help identify innovative solutions for community livelihood issues by considering the impact of the climate change.
- c) PMO that can work on the alignment of projects on both the mission and vision of the organization.

Following the analysis and during the brainstorming session, the characteristics of each type of PMO were presented to ORE's members of the executive board who analyzed them referring to the previously defined criteria. In addition, the analysis was made by considering ORE's organizational structure, culture, mission, vision, and the ORE's plan to become more competitive for the next ten years in project management.

After this exercise, the **Controlling PMO** was selected for ORE as it contains most of the functions that the organization needs to make a step forward in the process to fill the gaps in terms of project management capability. The following chart highlights the main characteristics of this type of PMO.

Chart 10. Comparison between the types of PMO (Source: Author, 2022)

Types	Characteristics				
	Enforce compliance to organizational practices	Control over project			Provide support
		Low	Moderate	High	
Controlling	x		x		x
Supportive		x			
Directive				x	x

According to the size of the organization, which is medium, this PMO should have five (5) people. Moreover, according to the previous result from the maturity, ORE is at the level 2, which is closely related to the type of PMO selected. In addition, ORE has a balanced matrix as organizational structure which means that the department head and the Project Manager have equal authority. The project team members report to both the Project Manager and the Executive Director. In fact, ORE already had a lot of practices and basic procedures in project management. So, one of the key characteristics that differentiate the controlling PMO from the others is the fact that it can enforce compliance to organizational practices. This characteristic will help ORE to take advantage of its previous good project management practices and lessons learned as the PMO will not begin from scratch and that will be mandatory.

4.3 ORE's PMO: Roles, responsibilities, and position with the organization

4.3.1. Roles and responsibilities

Besides the inherent roles of a Controlling PMO, it is also important to assign tasks to the chosen PMO to help fill ORE's weaknesses in its quest to improve its competitiveness in project management. Thus, the following lines highlight the roles and responsibilities assigned to ORE's chosen PMO.

a. Establishing Project Methodologies

To establish appropriate methodology to conceive and execute projects is a crucial PMO duty. That will help to have specific processes and procedures for any kind of project. As ORE as more than 30 years of experience in project management, the valorization of lessons learned from previous projects is a great asset in defining appropriate framework for specific projects in the context of the climate change.

- a) Communication Plan: Put in place, procedure, and methods to communicate project information, opportunity, and issues to all stakeholders.
- b) Forms and Template: Establish specific template for record keeping and to share information, put in place protocol for information report approval, and create a change log.
- c) Governance Plan: This outlines the roles and responsibilities to be assigned to each member of the project team and the relation with the ORE's different units; mainly the board.
- d) Developed Project ideas (concept note/Charter); by considering the impact of the climate change over the livelihoods of communities, elaborated concept note of project related to the mitigation or adaptation against climate change for approval by the executive board.
- e) Monitoring climate finance: Collect information on the procedures of donors related to climate finance and establish networking with key organization which already benefits funding from these donors.

The PMO endorses the entire responsibility of gathering and archiving project experience. It also is in charge of the quality of data collected and proceeds with the project.

b. Project support

One of the main responsibilities of a PMO is to serve as internal resource to any Kind of project. In that sense, it should provide training to project team members on relevant project management tools and techniques which will be applied to the project in question.

- Coaching: Coach the project team on the requirements of donors related to their project
- PMO: supports the organization by serving as a Project Manager incubator so that in the future the organization can have qualified human resources in project management.
- PMO helps the project managers to have the certification as green project manager to be able to incorporate sustainability in the process of project management.

c. Governance

- Promoting the alignment of projects with the strategic axes of the organization is a crucial responsibility of the PMO. This will facilitate the achievement of the Organization's strategic objectives with a view to improvement.

Chart 9 highlights the PMO's role and responsibilities.

Chart 10. PMO Roles & Responsibilities Chart (Source: Author, 2022)

Responsibilities	Role	Owner	Approver
<p>Project methodologies' elaboration:</p> <ul style="list-style-type: none"> ▪ Standardize all ORE existing process in project management ▪ Communication Plan ▪ Develop Project ideas (concept note/Charter) ▪ Make the Monitoring of climate finance ▪ Introduce effective repeatable project management processes ▪ Establish protocol for closing project 	Project Manager	PMO	Executive board

Responsibilities	Role	Owner	Approver
<p>Project support</p> <ul style="list-style-type: none"> ▪ Coaching/Shadow project team ▪ Serve as a Project manager incubator ▪ Help the project manager obtain the certification as Green Project Manager ▪ Incorporate corporate social responsibility (CSR) in the project management process 	PMO-Project Manager	PMO	Executive board
<p>Governance</p> <ul style="list-style-type: none"> ▪ Ensure all projects and new project ideas are aligned with the mission, vision, and the strategic goal of the organization. ▪ Develop the entrepreneurial culture in certain projects to guarantee the return on investment (ROI). ▪ Ensure at least 25% of projects in the pipelines of the organization received funding from climate finance. 	PMO and Project Manager	PMO	Executive board

4.3.2. Position of the PMO within the hierarchical ORE's organizational management.

During the brainstorming session held for selecting the type of PMO, all participants come up with the idea to place the PMO in a strategic position in order to become more competitive in project management. In that sense, ORE expects to deliver projects with more standard processes by highlighting the lessons learned from previous projects implemented by the organization to position itself in the climate finance.

According to assessment results, ORE is at the level 2 of maturity suggesting that there is a basic process and not a standard one on all projects. In that sense:

- There is a need to standardize the existing processes in order for ORE to become more competitive by implementing projects and growing in maturity for the next five (5) years.
- The PMO will need to work closely with the board members to align projects & portfolio with ORE's mission and vision in the context of the global warning.

Following the reasons mentioned above, it was decided that the PMO will be located under the supervision of the Executive Director, who will be in charge to make a smooth integration of this new unit into ORE's chart. Moreover, the Executive Director will play a key role in the relationship between the PMO and the board. The Executive Director, with more than 25 years within the organization, is already aware of ORE's strategic plan, and is in charge of the organization's archive. In collaboration with the board, he will establish the baseline to track the PMO's performance. In order to ensure a smooth communication, it establishes the following processes:

a) Decision-making process

The PMO has the authority to take all appropriate decisions in the framework of its scope of work. It must always inform and/or consult the Executive Director in making all decisions. The Executive Director will decide when to inform and/or consult the board and request the approval. However, the PMO can also request the Board's approval by means of the Executive Director, never directly. In that sense, the Executive Director has the authority to decide of the opportunity to appeal to the attention of the Board.

b) Reporting process

The PMO must submit a Quarterly report to the executive director who will provide comment about the alignment of portfolio and Project on the ORE's

mission, vision, and the strategic plan. The PMO should also work to address the comments. The Executive Director must approve the PMO's report before all submission to the board.

The following figure highlight the position of the PMO within ORE's chart.

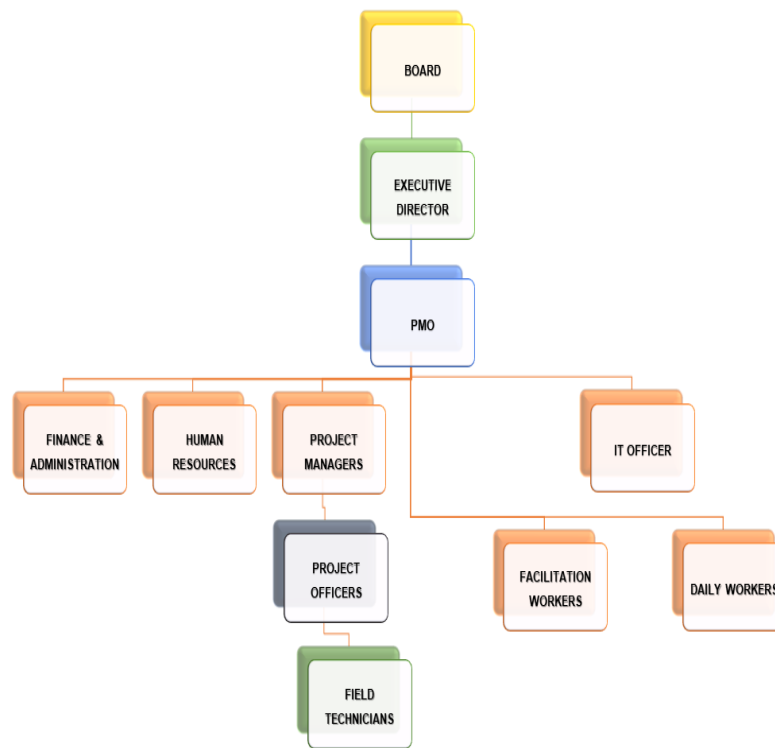


Figure 7: ORE's new organizational chart (Source: Author, 2022)

4.4 Implementation plan of ORE's PMO

It is important to establish a clear road map for the PMO implementation within ORE. Hence, the following lines highlight all steps to be done during that process.

1. Cost assessment

The first step is to realize the assessment of the cost to run the PMO within ORE. That will help to see what cost will be added to ORE operational cost if the return on investment (ROI) will be guaranteed. To evaluate the cost, ORE must consider the following aspects:

- a) Recruitment of a consultant to support the implementation of the PMO during thirty (30) days.
- b) Acquisition of project management software.
- c) Training required to build the capacity of PMO members.
- d) The cost for ORE's PMI membership to strengthening the networking of the organization and getting access to the latest information about project management.

2. Select staff members for PMO

For now, within ORE no one can take the lead to put in place the PMO without external support. Hence, the organization requires to make the assessment of skilled people needed from outside of ORE, especially a qualified consultant to assist ORE in setting up the PMO. The Executive Director who has more experience and speaks English can work with the qualified consultant in the process of setting up the PMO. While the process is done, the Executive Director can easily supervise the running of the PMO. Moreover, five (5) key staff members with project management skills will be needed to start the PMO. In that sense, identify key human resources within the organization that the board can rely on to start the PMO is crucial. The most qualified ORE's Project Managers and officers will be part of the 5 people. In the future if ORE makes progress in maturity, it can decide to increase the number of staff in the PMO. It will be a great asset to start the PMO with internal human resources to better take advantage of the organisation culture.

3. Workshop for stakeholders

Secondly, organize a Workshop with all ORE's employee and other stakeholders like local base community, donors, the directorate of the climate change of the ministry of environment and the crops production unit of the Ministry of agriculture, natural resources, and rural development (MARNDR) to inform them about ORE's result of the maturity assessment.

During the workshop, ORE will present to them the PMO as a new unit, and PMO's role in ORE's chart.

4. Communication and templates' report

Establishing an accurate communication and template reporting system is a crucial need for sharing information with all stakeholders. For this purpose, a template was proposed to ORE (please refer to Appendix 6: Communication Template). The template proposed seeks to inform each stakeholder according to their level of power and interest. It shares the appropriate message that meets their needs of being informed and it needs to be integrated in the process of their collaboration with the organization. This template also establishes the channel to communicate, and the frequency. The board must approve each message before their release.

In fact, based on ORE's organizational environment, it is proposed to use as reference the following framework of thirty (30) days plan suggested by Merla, E. (2005) for designing the implementation plan of the PMO within ORE. But due to the context of ORE, we suggested additional activities to be included (please refer to chart 11) while applying the following thirty (30) days plan.

Chart 11. Implementation of ORE's PMO (Source: Author, Adapted from Merla, E., 2022)

PMO Install	Timing	Comment
1. Project management		
1.1 Finalize vision	Week 1	Verify the vision of the PMO by considering its alignment with the strategic objectives of the organization in short, medium, and long term.
1.2 Finalize scope	Week 1	Update the PMO SCOPE based on achievable goals and make sure it is a potential solution to the organization's

PMO Install	Timing	Comment
		aspiration.
1.3 Approve Scope	Week 1	ORE's Board must approve the PMO's scope with the incorporation of P5 analysis framework.
2.Porfolio Governance		
2.1 Inventory and prioritization processes	Week 2	Carry out the inventory of all procedural documents in project management within the organization to analyze and update them to bring them to a standard level in reference to PMBOK® Guide.
2.2 Project dashboard (red, yellow, green) reporting	Week 2	Establish a dashboard that tracks the status of projects by considering scope, budget, and the schedule.
2.3 Project review process	Week 2	Review all processes that exist within ORE and update them with reference to the PMBOK® Guide.
3.Method and standard		
3.1 Standard project deliverables	Week 3	Establish quality criteria for acceptance of any kind of projects deliverables.
3.2 Standardize existing processes	Week 3	Review all processes that exist within ORE and update them with reference to the PMBOK® Guide.
3.3 Project initiation processes	Week 3	
3.4 Estimating processes	Week 3	
3.5 Project plan template	Week 3	
3.6 Project milestones standard	Week 3	Establish criteria to write accurate milestones

PMO Install	Timing	Comment
3.7 Scope management processes	Week 3	Actualization of tools and processes
4. Resources management		
4.1 Resources management processes	Week 4	Review all processes that exist within ORE and update them with reference to the PMBOK® Guide.
5. Training, coaching, and mentoring		
5.1 Organization tools and processes	Week 4	Realize training for new staffs and coaching & mentoring will start while the PMO is running. Establish and reinforce framework for providing key support to project staff.
5.2 Project level, tools, templates & processes	Week 4	Verify if all standards and processes are completed.
5.3 Time capture and resource forecasting	Week 4	Make sure that all tools are in place within the required time. And make a forecast of the resources necessary for the effective start of the PMO.
6. Rollout		
6.1 ORE tools and process	Week 4	Implementation by the PMO of ORE's tools and process standards in support to projects.
6.2 Project level tools, templates, and processes	Week 4	Implementation by the PMO of tools, templates and processes updated in reference to the PMBOK® Guide to see if new corrections are needed.

This distribution of work over four months (120 days) will make it possible to address in a meticulous way each step to be taken in the implementation of the

PMO. Also, it will allow ORE to ensure that all the tools necessary for running the PMO are available before the official launch of its operations. The following chart highlights the timing for each step.

Installing PMO	Activities	Period																
		Oct-22				Nov-22				Dec-22				Jan-23				
		W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	
Method and standard	<ul style="list-style-type: none"> ▪ Standard project deliverables Standardize existed processes ▪ Project initiating processes ▪ Estimating processes ▪ Project plan template ▪ Project milestones standard ▪ Scope management processes 									x	x	x	x					
Resources management	<ul style="list-style-type: none"> ▪ Resources management processes (financial, material, human). ▪ Establishment of rules to manage the Data base 													x	x	x	x	x

Installing PMO	Activities	Period																
		Oct-22				Nov-22				Dec-22				Jan-23				
		W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	
Training, coaching, and mentoring	<ul style="list-style-type: none"> ▪ Organization tools and processes ▪ Project level, tools, templates & processes ▪ Time capture and resource forecasting 															X	X	X
Rollout	<ul style="list-style-type: none"> ▪ ORE tools and process ▪ Project level tools, templates, and processes 																	X

A RACI matrix was developed to represent the functions or roles of the staff involved in the implementation project. Each letter in the acronym represents a level of task responsibility.

- **Responsible:** This team member does the work to complete the task. For this implementation plan at ORE, the responsible are board members, The Executive Director, Project Managers.
- **Accountability:** This person is the last one to review the task or deliverable before it's deemed complete. For this implementation plan, the accountable individual is the Executive Director.
- **Consulted:** Every deliverable is strengthened by review and consultation from more than one team member. Consulted parties provide input based on either how it will impact their future project work or their domain of expertise on the deliverable itself and for this implementation plan it is the consultant who will be responsible for such role.
- **Informed:** These team members simply need to be kept in the loop on project progress. For this implementation plan it is the HR officer, IT officer, who will be responsible for this role.

Any proposed changes to the implementation plan must be reviewed and approved by the ORE's board. The new plan will be updated and redistributed accordingly.

The following RACI chart shows the relationship between project tasks and ORE's staff.

Chart 12. RACI matrix: the Implementation of PMO plan (Source: Author, 2022)

HR Work package	Executive board	Executive director	Project manager	Consultant	ORE's employee	HR officer	IT Officer
1.1 Cost assessment	R	A	C	I			
1.2 Select staff members for PMO	C	A	C	R			
1.3 Workshop for stakeholders	I	A	R		I	I	I
1.4 Communication and templates' report	C	A	R				
1.5 Hiring a consultant	C	A				R	
2.1 Finalize vision	R	C		C			
2.2 Finalize scope.	R	C					
2.3 Approve Scope	R	C					
3.1 Inventory and prioritization processes	I	A	R	C	C	C	C
3.2 Project dashboard (red, yellow, green) reporting	I	A	R	C	I	I	I
3.3 Project review process	I	A	C	R	I	I	I

HR Work package	Executive board	Executive director	Project manager	Consultant	ORE's employee	HR officer	IT Officer
3.4 Reporting channel template	R	A	C	C	I	I	I
4.1 Standard project deliverables	I	A	R	C	I	I	I
4.2 Standardize existed processes	I	A	C	R	I	I	I
4.3 Project initiation processes	I	A	C	R	I	I	I
4.4 Estimating processes	I	A	R	C	I	I	I
4.5 Project plan template	I	A	R	C		I	I
4.6 Project milestones standard	I	A	R	C		I	I
4.7 Scope management processes	I	A	R	C		C	I
5.1 Resources' management processes	I	A	R	C	C	C	I
5.2 Establishment of rules to manage the Data base	R	A	C	C	I	I	I
6.1 Organization tools and processes	I	A	R	C	I	C	C
6.2 Project level, tools, templates & processes	I	A	R	C	I	I	C

HR Work package	Executive board	Executive director	Project manager	Consultant	ORE's employee	HR officer	IT Officer
6.3 Time capture and resource forecasting	I	R-A	C	C			
7.1 ORE tools and process	I	A	R	C	I	I	I
7.2 Project level tools, templates, and processes	I	A	R	C	I	I	I

5. CONCLUSIONS

1. With an overall maturity level average of 2 on a scale of 5, there are many project management improvement opportunities that ORE can work on. Nevertheless, ORE's communication management planning and communication monitoring represent one of the weak points for which specific initiatives are required for ensuring the successful implementation of the PMO and strengthening the collaboration between the organization and the stakeholders. This is key to make this vision land in the reality of the organization which is betting on this new unit in its quest for institutional modernity.
2. Throughout its evolution, the organization has been able to develop a set of project management procedures which today constitute a basis on which it can rely to move forward. Thus, the establishment of a PMO with the characteristics of the Controlling PMO type will play a major role in the process of promoting these institutional achievements in terms of project management and strengthen the competitiveness of the organization in a management strategy which is focused on results. In the context of the global warning, it is very important for the organization to come up with a vision that allows it to adapt to the challenges and the technical requirements to guarantee its institutional survival. In that sense, the Controlling PMO would support, control the operations, and project management process of ORE to continue the improvement of the environmental, agricultural, and economic conditions in Haiti's rural areas.
3. The roles and responsibilities assigned to the PMO are part of a dynamic of improving the ORE's competitiveness and to make a step forward in the next maturity scale. In this process of improvement, the PMO proposed will help to bring the organization's standards in terms of project management closer to those of the Project Management Institute (PMI) which will serve as strategic references within the framework of this approach. Also, the

monitoring of climate finance would be a central element in the operationalization of this PMO as the diversification of funding sources is one of the objectives of the organization in the next coming years. The PMO is strategically positioned in the organizational structure to be able to benefit from the support of the senior management of the organization (culture, principles, history) and from the other entities which it is called upon to reinforce as part of its work. Therefore, it can be concluded that this new unit will have to work to become the cornerstone of the organization in terms of project management.

4. The application of the implementation plan within the given time frame would facilitate substantial progress in the establishment of the PMO. In this sense, the set of activities must be carried out to provide this new unit with all the tools it will need to fully start playing its role within the organization. Because changes are usually not accepted at the first day and resistance to change is the first handicap in the dynamics of organizational change, the standardization of the ORE's existing procedures in project management could potentially face risk of the existing mindset within the organization. To address it, the organization could bet on enlightened leadership by emphasizing effective relation between both ORE's senior management and consultant to materialize the implementation of the PMO.

6. RECOMMENDATIONS

By considering the research result and the perspective of growth of the organization. The following recommendations are made:

1. ORE must make a financial feasibility study besides the technical one to complete data in the process to establish the PMO.
2. As ORE will need technical support in establishing the PMO, ORE must hire a consultant with a strong background in establishing PMO and aware of the PMI requirements and challenges.
3. The PMO must conduct a new maturity assessment after two years to see the impact of the PMO on ORE's ability in delivering projects. And, to update the status of ORE and to further determine the project management strengths and needs.
4. It is recommended to ORE's board to apply regular reassessments to communicate successes and milestone achievements.

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8. APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Date:	Project Name:
11/11/2021	ESTABLISHMENT OF A PMO WITHIN THE ORGANISATION FOR THE REHABILITATION FOR ENVIRONMENT (ORE), CAMP PERRIN, HAITI
Knowledge Areas / PM Processes:	Application Area (Sector / Activity):
<p>Knowledge Areas: Project integration, Scope, Schedule, Cost, Quality, Resources, Communication Stakeholder, Risk & Procurement.</p> <p>PM Processes: Initiation, Planning, execution, Monitoring and control & closing.</p>	Agriculture
Project Start Date:	Project Finish date:
11/11/ 2021	6/9/2022
Project Objectives:	
<p>General Objective:</p> <p>To put in place a Project Management Office (PMO) within the Organization for the Rehabilitation of Environment (ORE) to increase managerial capacity in managing projects.</p> <p>Specific Objectives:</p> <ol style="list-style-type: none"> 1. To make the assessment of ORE's maturity level to determine the project management strengths, and weaknesses, improvement opportunities and needs. 2. To analyze all types of PMO to see which is best technically applicable to ORE's situation. 3. To define the role and responsibilities of the proposed PMO and its position within the hierarchical ORE's organizational management in order to improve the organization's competitiveness. 4. To propose the PMO implementation plan to show all steps needed to be accomplished. 	

Project purpose or justification (merit and expected results):		
<p>ORE has more than 30 years in the implementation of project in agriculture and rural development at Camp Perrin in the south of Haiti in support of farmers. However, despite of all these years of experience, the organization seems to not be well structured in order to be competitive and consequently receive large grant +s from donors like Green Climate Fund (GCF). It did not develop a standard methodology which takes into account project management processes for the implementation of agriculture projects in the context of the global warning where changing is permanent, especially that the agriculture sector is quite impacted. In that sense, the purpose here is to develop a PMO that will oversee the alignment of programs, projects with the ORE's strategic goal and, reinforce its ability in managing projects by taking into account all ten (10) knowledge areas proposed by the Project Management Institute (PMI) with an open eye on the green procurement in order to support the sustainable development.</p>		
Description of Product to be generated by the Project – Project final deliverables:		
<ol style="list-style-type: none"> 1. Assessment of ORE's maturity level. 2. Selection of PMO for ORE 3. Role and responsibilities of the proposed PMO and its position within the hierarchical ORE's organizational structure. 4. Plan for the implementation of the PMO 		
Assumptions:		
<ul style="list-style-type: none"> • The project will be developed by means of data, experience and information which comes mainly from ORE, and from previous works related to the same topic. 		
Constraints:		
<ul style="list-style-type: none"> • The lack of internet quality services in Haiti may have a negative impact on the survey (slow down the process) of the maturity analysis assessment and organizational needs. • Due to COVID-19 all these steps will be conducted online. 		
Preliminary Risks:		
<ul style="list-style-type: none"> • If ORE does not give access to its database organizational set up that might affect the scope of this project. 		
Budget:		
2,000 USD		
Milestones and dates:		
Milestone	Start date	End date
1. Graduation Seminar	11/08/2021	12/10/2021
2. Tutoring Process	14/02/2022	03/23/2022
3. Reading by Reviewers	03/24/2022	04/21/2022
4. Adjustments	04/22/2022	05/09/2022
Relevant historical information:		

ORE was initially established as Haitian NGO in 1985 and a year later as Non-profit Organization was set up in Florida as a local organization operating for over 30 years in Haiti, it has been able to gauge the needs of local population and adapt solutions to their way of life mainly in the agriculture sector in Camp Perrin, Haiti.

Stakeholders:

Direct:

ORE executive board,
ORE'S Employees,
ORE'S Field technician,

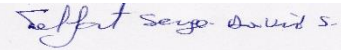
Indirect:

ORE's Consultants & partners
Tutors
Reviewers

Approval:

Project Manager:
Serge-David S. TELFORT

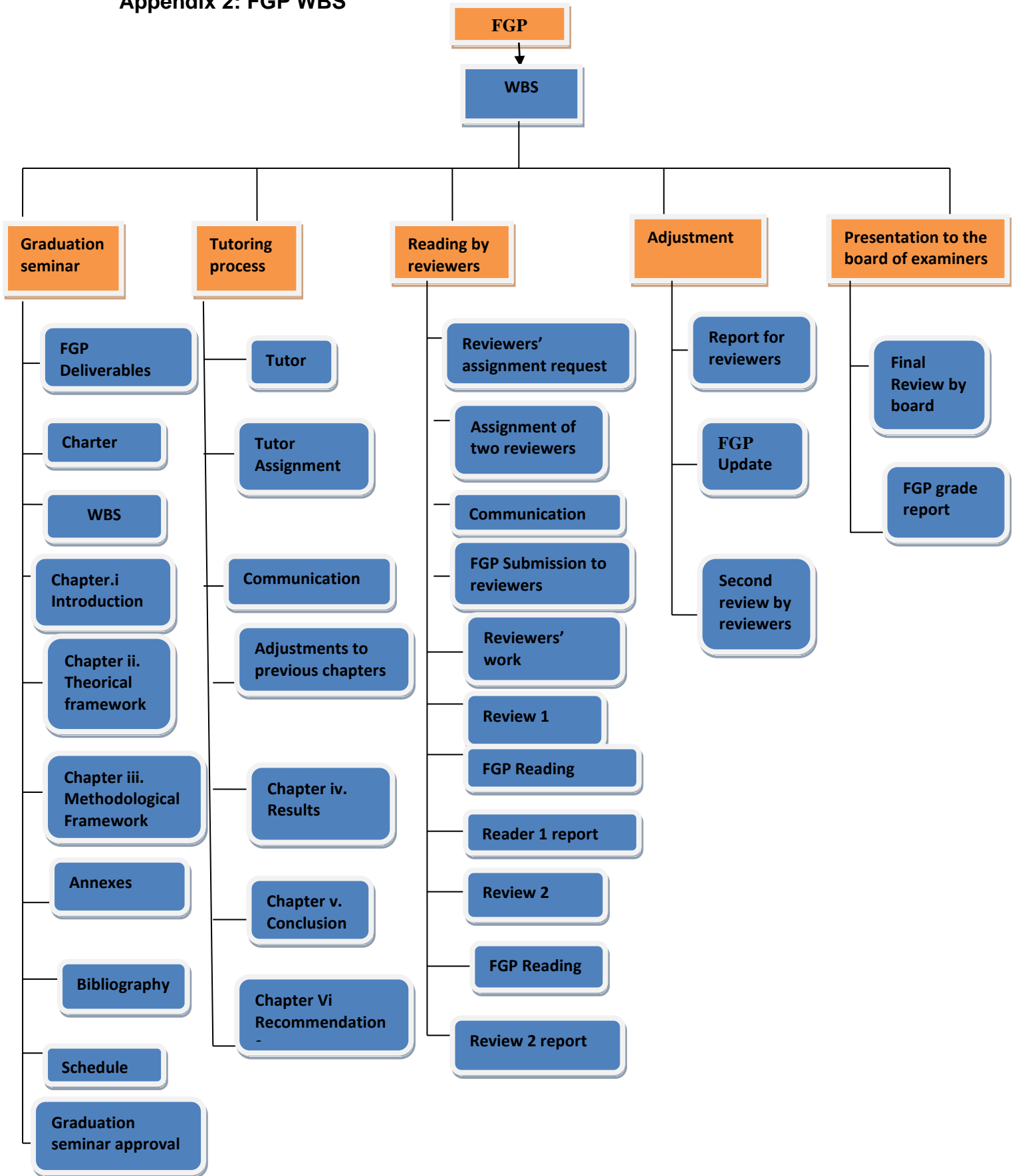
Signature:



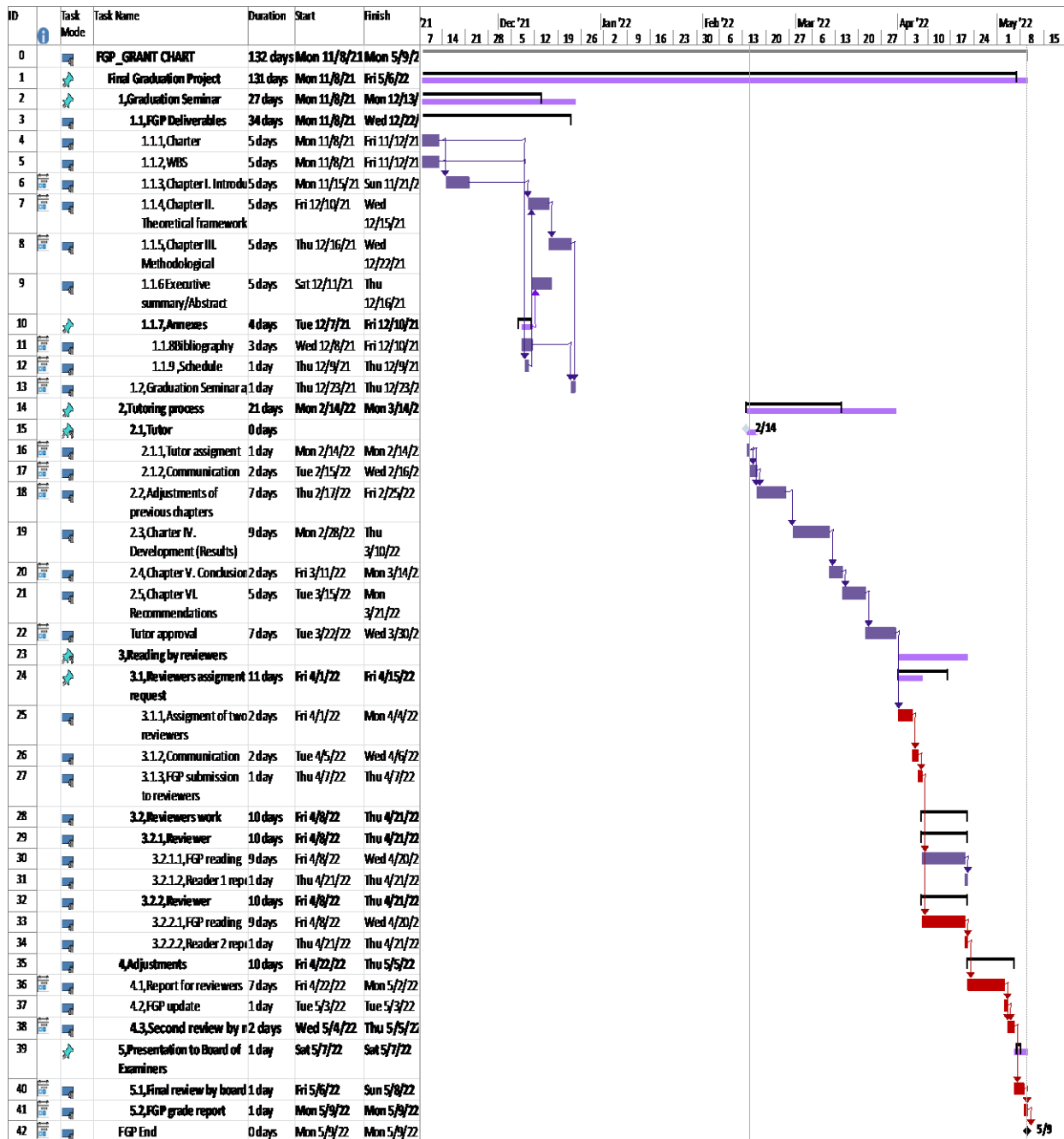
Authorized by:

Signature:

Appendix 2: FGP WBS



Appendix 3: FGP Schedule



Appendix 4: Questionnaire

Maturity level Assessment Form of ORE						
For each Knowledge area and all related components are rated on a scale of one (1) to five (5) with one (1) being the lowest maturity level and five (5) being the optimum option to attain the highest maturity level.						
		Project management maturity level				
	Knowledge area	1	2	3	4	5
1	Project management integration					
Component	Project charter development					
	Project management plan development					
	Project execution					
	Project Knowledge management					
	Monitoring and controlling project work					
	Integrate change control					
	Project or phase closure					
	Project management office (PMO)					
2	Project Scope management					
Component	Scope management planning					
	Requirement collection					
	Scope definition					
	Work breakdown structure					
	Scope Validation					
	Scope change control					
3	Project Schedule management					
Component	Schedule management planning					
	Activity definition					
	Activity Sequencing					
	Activity duration Estimating					
	Schedule development					
	Schedule control					
	Schedule integration					
4	Project Cost management					
Component	Cost management Planning					
	Cost Estimating					
	Budget Determination					
	Cost Control					

Maturity level Assessment Form of ORE						
For each Knowledge area and all related components are rated on a scale of one (1) to five (5) with one (1) being the lowest maturity level and five (5) being the optimum option to attain the highest maturity level.						
		Project management maturity level				
	Knowledge area	1	2	3	4	5
5	Project Quality Management					
Component	Quality management planning					
	Quality management					
	Quality Control					
6	Project Ressources planning					
Component	Ressources' management planning					
	Ressources' estimating					
	Ressourcess Acquisition					
	Team development					
	Team Management					
	Resource control					
	Special interest component: Professional development Management					
7	Project communication management					
Component	Communication management Planning					
	Communication management (information distribution)					
	Communication's monitoring					
8	Project Risk management					
Component	Risk Management Planning					
	Risk identification					
	Qualitative Risk analysis					
	Quantitative Risk Analysis					
	Risk Response Planning					
	Risk response implementation					
Risk Monitoring						
9	Project Procurement management					
Component	Procurement Management planning					
	Solicitation and Requisition					
	Procurement control & Vendor Mgmt.					

Maturity level Assessment Form of ORE						
For each Knowledge area and all related components are rated on a scale of one (1) to five (5) with one (1) being the lowest maturity level and five (5) being the optimum option to attain the highest maturity level.						
		Project management maturity level				
	Knowledge area	1	2	3	4	5
10	Project Stakeholders management					
Component	Stakeholder identification					
	Stakeholder management planning					
	Managing stakeholders' engagement					
	Monitoring stakeholders' engagement					
	Knowledge area Maturity Level					

Appendix 5: Assessment result of each knowledge area maturity level

Knowledge area	1 Initial process	2 Structural process	3 Org. Standards	4 Managed process	5 Optim process	Mean
Project management integration						2.42
Project charter development		2.14				
Project management plan development		2.29				
Project execution		2.86				
Project Knowledge management			3.07			
Monitoring and controlling project work		2.79				
Integrate change control		2.64				
Project or phase closure		2.58				
Project management office (PMO)	1					
Project Scope management						2.82
Scope management planning		3.00				
Requirement collection		2.79				
Scope definition		2.71				
Work breakdown structure		2.86				
Scope Validation		2.71				
Scope change control		2.86				
Project Schedule management						2.63
Schedule management planning		2.71				
Activity definition		2.79				
Activity Sequencing		2.57				
Activity duration Estimating		2.77				
Schedule development		2.50				
Schedule control		2.71				
Schedule integration		2.36				

Knowledge area	1 Initial process	2 Structural process	3 Org. Standards	4 Managed process	5 Optim process	Mean
Project Cost management						2.57
Cost management Planning		2.71				
Cost Estimating		2.43				
Budget Determination		2.50				
Cost Control		2.64				
Project Quality Management						2.64
Quality management planning		2.71				
Quality management		2.57				
Quality Control		2.64				
Project Ressources planning						2.27
Ressources management planning		2.50				
Ressources estimating		2.21				
Ressources Acquisition		2.29				
Team development		2.43				
Team Management		2.36				
Resource control		2.14				
Special interest component: Professional development Management		2.00				
		2.21				
Project communication management						1.50
Communication management Planning	1					
Communication management (information distribution)	1.79					
Communications monitoring	1.71					

Knowledge area	1 Initial process	2 Structural process	3 Org. Standards	4 Managed process	5 Optim process	Mean
Project Risk management						2.53
Risk Management Planning		2.64				
Risk identification		2.57				
Qualitative Risk analysis		2.50				
Quantitative Risk Analysis		2.50				
Risk Response Planning		2.50				
Risk response implementation		2.50				
Risk Monitoring		2.50				
Project Procurement management						2.36
Procurement Management planning		2.43				
Solicitation and Requisition		2.36				
Procurement control and Vendor Management		2.29				
Project Stakeholders management						2.48
Stakeholder identification		2.64				
Stakeholder management planning		2.43				
Managing stakeholders' engagement		2.43				
Monitoring stakeholders' engagement		2.43				

Appendix 6: Communication template

Stakeholders	Power/ Interest	Key interest & issue	Message	Communication vehicle	Frequency	Comments	Approved by

Appendix 7: Philologist 's Credentials

Verified Certificate


This is to certify that

Farel Valsaint

successfully completed and received a passing grade in


CoIWri15.1x: English for Journalists, Part 1


a course of study offered by BerkeleyX, an online learning initiative of University of California, Berkeley.




Verified Certificate
Issued November 25, 2021

Valid Certificate ID
1867bbca2df4c71b45c81360697acf1





M.E. Sokolik
Coordinator, English for Journalism
University of California, Berkeley



Kerri Hannan
Director, Office of English Language Programs
United States Department of State

Verified Certificate


This is to certify that

Farel Valsaint

successfully completed and received a passing grade in


TOEFLx: TOEFL® Test Preparation: The Insider's Guide


a course of study offered by ETSx, an online learning initiative of Educational Testing Service.



Verified Certificate
Issued December 5, 2021

Valid Certificate ID
54903637784a4028a0bdad650bb0b352





Srikanth Gopal
Executive Director
Educational Testing Service



Angle Rue Capois et Rue Saint Cyr, Port-au-Prince, HAITI • Téléphones: 4810-3770 / 4891-9202
 haipaph@gmail.com • www.haitian-americaninstitute.org

OFFICIAL REPORT

Test : Michigan English Placement Test

Center : Haitian-American Institute

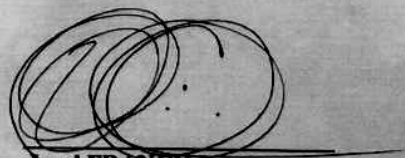
Name : VALSAINT, Farel

Date: April 12, 2016

Test Form	<u>Listening</u> Grades Over 20	<u>Grammar</u> Grades Over 30	<u>Vocabulary</u> Grades Over 30	<u>Reading</u> Grades Over 20	<u>Total</u> Grades Over 100
C	20	30	30	15	95

This is to certify that the foregoing is an accurate report of the **Michigan English Placement Test** taken by VALSAINT, Farel on April 6, 2016.




 Irvel FRANCK
 Head of the Academic Department

Une Institution BI-Partite. Sans But Lucratif. Reconnue d'Utilité Publique
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Appendix 8: Revision Dictum

Farel Valsaint
SWORN TRANSLATOR/INTERPRETER
Certified by the Tribunal of First Instance of Port-au-Prince

May 17 2022

Academic Advisor
Masters Degree in Project Management (MPM)
Universidad para la Cooperación Internacional (UCI)

Dear Academic Advisor,

Re: Throughout Review and Proofreading of Final Graduation Project submitted by Serge-David S. Telfort in partial fulfilment of the requirements for the Masters in Project Management (MPM) Degree.

I hereby confirm that Serge-David S. Telfort has made all the corrections in the Final Graduation Project document as I have advised. In my opinion, the document does now meet the literary and linguistic standard expected of a student for a degree at the Masters' level.



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Port-au-Prince, Haïti