

UNIVERSIDAD PARA LA COOPERACIÓN INTERNACIONAL
(UCI)

PROPOSAL FOR THE ESTABLISHMENT OF A
PROJECT MANAGEMENT OFFICE (PMO) FOR THE BELIZE CITY COUNCIL

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For Steph, a fearless leader, mentor, and friend, you are immensely missed.

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ABSTRACT

The Final Graduation Project aims to create a proposal for the establishment of a Project Management Office (PMO) within the Belize City Council, to assist in the enhancement of project delivery. The Council regularly undertakes projects aligned with its strategic goals but lacks a centralized approach to project management. Implementing a PMO would provide a structured framework to improve accountability and efficiency by standardizing methodologies and streamlining processes.

Centralizing project management functions through the PMO would lead to better resource allocation, reduced duplication of efforts, and improved tracking of projects. This would ensure that projects are executed consistently, completed on time, and within budget, ultimately supporting the Council's mission and vision more effectively.

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ABBREVIATIONS AND ACRONYMS

BCC	Belize City Council
EPMO	Enterprise Project Management Office
GPM	Green Project Management
ISO	International Organization for Standardization
OPM	Organizational Project Management
PM	Project Management
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
SDGs	Sustainable Development Goals
UCI	Universidad para la Cooperacion Internacional
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY

This Proposal for the Establishment of a Project Management Office at the Belize City Council seeks to address the challenge of effectively managing organizational resources, faced by the Council. As referenced in the name of the research, this project aims to rectify the issue by enhancing the Council's capacity to implement projects within its budget and schedule.

The Belize City Council, which is responsible for the management of the largest municipality in Belize, undertakes various capital and community projects each fiscal year. These projects span various sectors including road infrastructure, parks & beautification, local economic development, and urban gardening. To improve the Council's project implementation capacity, this paper aims to assess the current level of project management maturity within the organization and proposes the establishment of a Project Management Office (PMO). The PMO is posed to standardize methodologies, templates, and tools, thus enhancing consistency, reducing ambiguity, and fostering collaboration among the Council's project teams. By sharing best practices from successful projects, the PMO will promote continuous improvement within the organization.

As the Council regularly undertakes projects that support its strategic goals, the PMO proposal offers a framework to improve accountability and efficiency in project delivery. By centralizing project management functions, the Council can streamline processes, standardize methodologies, and ensure consistent project execution. Thus, leading to better resource allocation, minimized duplication of efforts, enhanced project tracking, and timely, budget-compliant project completion.

The main objective of this paper was to develop a proposal for the establishment of a Project Management Office (PMO) for the Belize City Council to implement projects more effectively and efficiently. The project's specific objectives on the other hand were to conduct an assessment to determine the current level of project management maturity in the Belize City Council, to define a conceptual project management framework for the development of project initiatives in the Belize City Council, to propose the creation of a PMO for the development of project initiatives in the Belize City Council and the characteristics it will have (optimal placement of the PMO within the organizational structure to ensure maximum effectiveness and its interactions with other departments, level of authority and decision-making power), to define the roles and responsibilities within the Belize City Council's PMO to ensure accountability in the execution of organizational projects and the general aspects of a project management methodology it will apply to project initiatives, to determine how the Belize City Council's PMO can integrate sustainability and regenerative principles into the projects it implements to align with organizational sustainability goals, and lastly, to create an extensive implementation plan in an effort to guide the establishment of a Project Management Office within the Belize City Council.

1 INTRODUCTION

Projects play an essential role in driving development across disciplines. From healthcare and education to business and information technology, they add value to organizations and communities and aim to enhance the quality of life for people around the world. Although not formally established until the 1950s, the field of project management has shaped the evolution of our society for centuries. (Seymour & Hussein, 2014)

Businesses and other organizations that have recognized the benefits of projects, and subsequently the need to ensure that they are adequately managed, have gone on to establish project management offices (PMOs). PMOs support value delivery by fostering project management capabilities, maintaining organizational alignment, promoting continuous improvement, and encouraging knowledge sharing across the organization. (PMI, 2021)

This paper proposes the establishment of a PMO within the Belize City Council. It will assess the Council's current project management capacity, offer recommendations for improvement, and present a comprehensive implementation plan tailored to the needs of the organization.

1.1. Background

The Belize City Council oversees the daily operations of Belize's largest municipality, implementing a range of projects throughout the fiscal year. These include capital initiatives such as road infrastructure improvements, the rehabilitation of public spaces, and other development efforts which are sometimes funded by partner organizations and donors. Recent Council projects include the Parking Meter Pilot Project, the development of the William David Fonseca Parking Facility, and participating in the Towards Low Carbon Transport: Piloting e-mobility

within Belize's Public Transport System project, which aims to transform the public transportation sector in Belize.

Belize City, a low-lying coastal area, is particularly vulnerable to the impacts of climate change. At the same time, Belize City has experienced rapid expansion in recent years. These pressures have created an urgent need for improved public services and resilient infrastructure, as well as strategies to mitigate climate-related risks. In response, the Council recognizes that effective project implementation is critical to meeting the evolving demands of the city and its residents.

Although the need for effectively managed projects has been recognized, the Belize City Council has yet to formally establish a PMO. This paper will explore the potential benefits of introducing a PMO, focusing on how it can enhance organizational efficiency and effectiveness. It will assess the Council's current project implementation capacity and offer recommendations for establishing a well-defined PMO structure. By introducing standardized project management methodologies, templates, and tools, the PMO would foster consistency, reduce ambiguity, and strengthen collaboration across the Council's departments. Furthermore, it would enable the sharing of best practices from successful initiatives, promote continuous improvement, and more importantly, bolster the Council's ability to execute projects with greater precision and impact.

1.2. Statement of the Problem

The Belize City Council faces mounting pressures from rapid urbanization, climate change, and a growing demand for public services and infrastructure. These challenges are compounded by limited financial and human resources, which further affects the Council's ability to effectively respond to the needs of residents. Each fiscal year, the Council's budget is approved based on projections and cash flow availability, with expenditures allocated to

operational costs, payroll, and capital projects, which are often funded through loans, grants, or through the proceeds of the Council's municipal securities.

In addition to these constraints, department managers are frequently tasked with implementing development projects alongside their routine duties. This dual responsibility places additional strain on personnel and stretches already limited resources. As Belize City continues to expand and address emerging challenges, the Council struggles to fulfil its mandate while executing strategic projects that address these evolving needs.

Although the Council's current project implementation method fosters collaboration across functional teams, the absence of a structured project management approach often results in poorly defined or inadequately planned initiatives. This leads to scheduling delays, budget overruns, miscommunication among project teams, and a lack of clear leadership, which further reduces accountability and project success.

The core issue lies in the absence of a structured project management approach, which hinders the Council's capacity to deliver projects efficiently. Without a dedicated framework to guide planning, execution, and resource allocation, the Council risks falling short of its development goals in an increasingly complex environment.

There have been numerous instances where Council-implemented projects have significantly exceeded their timelines or budgets, and in some cases, both. One such example is the Council's Project for the Procurement of Garbage Trucks for Belize City. In November of 2022, the Belize City Council received a grant of USD \$269,747.00 from the Embassy of Japan for the procurement of two garbage compactors. The funding agency had certain guidelines, they advised that preference should be given to dealers who sell Japanese brands, and that any additional project costs would have to be covered by the Council.

Project issues began presenting themselves almost a year after the grant had been received. Once the funds were secured, an order was placed through the approved dealer for the two compactors. The dealership advised that delivery would take approximately nine to twelve months, as the machinery needed to be assembled at the factory in Japan and then shipped to Belize. About twelve months after the order was placed and the trucks arrived in Belize, the dealership advised that there had been a grave error. While two trucks had been delivered, only one contained the compactor machinery while the other was essentially just a flatbed. Due to the error, a new compactor truck had to be reordered, assembled, and shipped from Japan. This took an additional twelve months, and the final compactor was handed over to the Council in January of 2025. A project that was originally expected to last one year ended up lasting two.

Had an experienced project team been placed in charge, they might have done a better job of assessing the risks associated with this type of procurement. The team could have identified the risk of misdelivery and mitigated it by confirming that the local dealership ordered the correct machinery, and verifying that what was ordered matched what was being shipped before the vehicles made their way across the world.

Another issue related to the procurement project lies in costs that were unaccounted for. While the Council is able to receive exemptions from customs and duty fees, additional costs were overlooked, including the payment of environmental tax, which amounted to \$16,130.00 in unforeseen expenses. In addition to the environmental tax, the Council incurred costs associated with multiple handing-over ceremonies. Had both compactors been delivered on schedule, only one ceremony would have been required. A well-prepared project team would have confirmed the types of exemptions available to the Council and accounted for environmental taxes from the onset of the project.

The rehabilitation of the William David Fonseca Parking Facility was another Council project that was significantly over schedule and over budget. A project that received an initial timeline of one month wound up lasting an entire year. Multiple cross-departmental teams were involved, the Planning Department was responsible for the design of the new parking facility; the Works Department handled drainage, construction of vendor and security booths, and site security; and the IT Department was tasked with surveillance and network connectivity. The Council also outsourced the paving of the parking facility to a company that experienced major setbacks due to equipment failure.

The project was not adequately planned from the outset. It was initially spearheaded by the City Administrator, with various department heads responsible for specific components. Early on, weather-related delays prevented progress, and as time went on, the scope of the project changed. These factors contributed to the extended timeline and increased costs.

Both projects demonstrate the need for improved project planning, centralized oversight, and proactive risk management. With a dedicated and experienced project team, the Council could better anticipate challenges, control costs, and deliver projects on time.

1.3. Purpose

The Council routinely undertakes development projects that align with its strategic goals, mission, and vision; however, these are often managed without the use of standardized procedures, clear leadership, or consistent oversight. This study proposes the establishment of a PMO within the Belize City Council to address the persistent inefficiencies in project execution and resource management. This proposal investigates how a centralized PMO can improve the Council's project outcomes and overall organizational performance.

With limited financial and human resources, the Council must find ways to optimize its project delivery systems to ensure that public funds are used efficiently while meeting development goals. A PMO would serve as the Council's central authority dedicated to defining project standards, providing technical support, and ensuring that projects are aligned with organizational priorities.

Implementing a PMO at the Council would enhance accountability, and establish more clearly defined roles and reporting structures during project execution. Other benefits of a PMO at the Council would include standardizing project implementation methods, leading to more successful project outcomes, more efficient use of public resources, and overall improvements in organizational performance. Lastly, a PMO would ensure that the Council undertakes projects that align with its strategic plan and its long-term goals for the development of Belize City.

1.4. General Objective

To develop a proposal for the establishment of a project management office for the Belize City Council to implement projects more effectively and efficiently.

1.5. Specific Objectives

- 1) To conduct an assessment to determine the current level of project management maturity of the Belize City Council.
- 2) To define a conceptual project management framework for the development of project initiatives in the Belize City Council.
- 3) To propose the creation of a PMO for the development of project initiatives for the Belize City Council and the characteristics it will have (optimal placement of the PMO within the

organizational structure to ensure maximum effectiveness and its interactions with other departments, level of authority and decision-making power).

- 4) To define the roles and responsibilities within the Belize City Council's PMO to ensure accountability in the execution of organizational projects and the general aspects of a project management methodology it will apply to project initiatives.
- 5) To determine how the BCCs PMO can integrate sustainability and regenerative principles into the projects it implements to align with organizational sustainability goals.
- 6) To create an extensive implementation plan to guide the establishment of a Project Management Office within the Belize City Council.

2 THEORETICAL FRAMEWORK

A theoretical framework for developing a proposal for a Project Management Office (PMO) at the Belize City Council would begin by grounding the initiative in established project management theories and organizational development principles. The framework would draw from the Project Management Institute's (PMI) standards, emphasizing the need for structured project governance, standardized processes, and strategic alignment with the Council's long-term goals. It would also incorporate elements of change management theory, recognizing the importance of stakeholder engagement, communication, and leadership in successfully implementing a PMO.

2.1 Company/Enterprise Framework

The Belize City Council is a statutory body, which falls under the purview of the Ministry of Rural Transformation, Community Development, Labour and Local Government. The role of the Council is to manage the affairs of Belize City in respect to solid waste management, the

maintenance of cemeteries and public spaces, developing and maintaining drainage and road infrastructure, managing markets, traffic, and enforcing trade and liquor regulations.

2.1.1 Company/Enterprise Background

The history of the Council can be traced back to the 19th century, when the bill to establish a Municipal Board in Belize was passed via legislative assembly in 1865. This bill paved the way for the Belize Town Board to be established in 1911. At that time, it was composed of eight (8) elected officials and two nominated members. It wasn't until 1943 however, that the Belize Town Board changed its name to the Belize City Council.

Today's Belize City Council was further legitimized via the Belize City Council Act of 1999. Part II, Section 3(1) of the act states, "There shall be and is hereby constituted and established a Council to be known as the "Belize City Council" which shall be a body corporate with perpetual succession and a common seal." (Belize City Council Act, 2011)

The present Council now consists of a mayor, and ten (10) other members who are to be duly elected. Each administration of the Council serves for a period of three (3) years, after which an election must be held. In addition to the elected members of the Council, who serve as a board of directors in the executive arm of the organization, the Council is led by a City Administrator. According to the Belize City Council Act, "The Council shall appoint a suitably qualified person as City Administrator who shall be the chief executive officer of the Council and shall be responsible for the day-to-day affairs of the Council." (Belize City Council Act, 2011).

2.1.2 Mission and Vision Statements

In order to accomplish its mandates, and guide the municipality toward a more progressive future, the Council recognized the need to establish a mission and vision statement for Belize City. These are:

- I. Mission: To revitalize the city by serving its people with enthusiasm, transparency, and efficiency.
- II. Vision: Our vision for Belize City is to have all residents live in a modern, clean, and secure environment. A city abounding with civic pride, patriotism, unity and opportunity for all.

The Council is further guided by a set of strategic objectives presented by the mayoral and councillor candidates, in the form of a manifesto, prior to the municipal election. Following the election of the mayor and councillors, their manifesto is adopted by the Council and used as a guide to map out the next three years of the Council's work. This proposal will demonstrate the benefits that a PMO could provide to enhance the work of the organization as it strives to achieve its mission and vision, while complying with its legislative mandate.

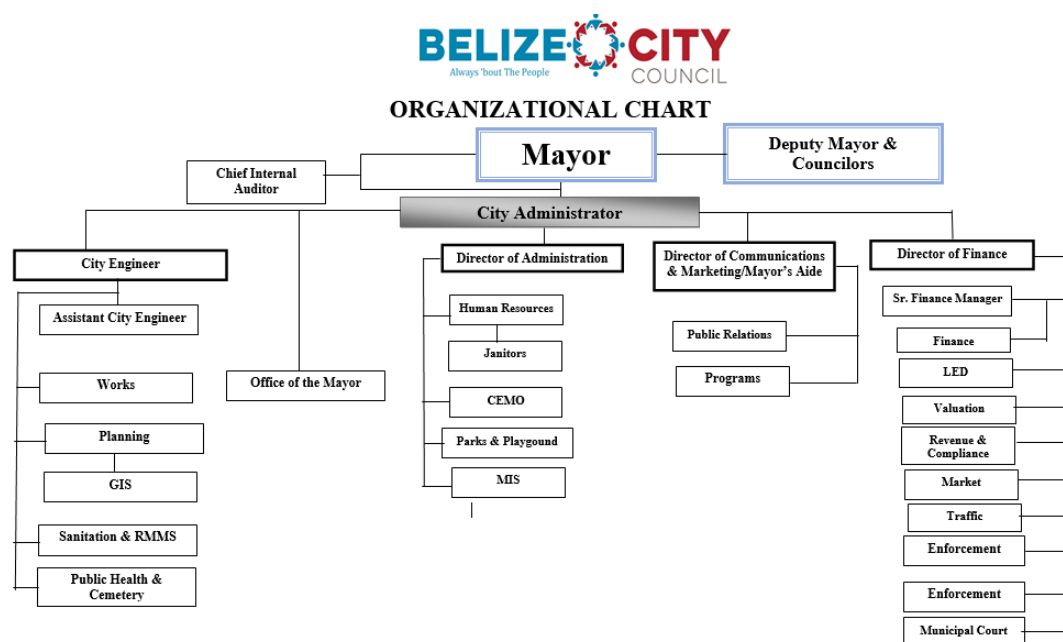
2.1.3 Organizational Structure

Aside from its executive arm, the organization of the Council can largely be divided into three (3) divisions, the Administrative, Infrastructure, and Finance Divisions. With a total staff complement of over four hundred (400) people, the Council's divisions are further categorized into twenty-four (24) departments and units. The individuals in each unit or department report to

a department manager, who in turn reports to a director. The directors each report to the City Administrator who is then accountable to the Mayor and Councillors.

Figure 1

Organizational Structure



Note: Organizational Chart provided by the BCC's Human Resources Department

In addition to its day-to-day operations, the Council frequently undertakes capital projects, aimed at enhancing the quality of life for the residents of Belize City. Such projects are in the areas of infrastructure (2023/2024 Street Rehabilitation Exercise, Parking Facility Upgrade, Parking Meter Pilot Project, E-mobility Project, etc.), community engagement (Youth Connect Student Hub, Holy Week Concert, etc.), and enhancing internal operations.

In some instances, these projects require funding from outside sources and necessitate the help of contractors to carry out the work. Despite outside expertise, the implementation of projects must still be guided and monitored by the Council's personnel. Thus, without a

dedicated PMO, staff must split their time between managing the progress of city-led projects and carrying out the day-to-day management of the Council's operations.

Furthermore, project implementation often requires extensive collaboration between the Council's teams, sometimes leaving each department responsible for specific tasks and deliverables of various projects. While this leads to the creation of a dynamic cross-functional team, there is no clear leader which limits the level of authority and accountability among the team.

In previous projects, the City Administrator has been at the helm, guiding the progress of projects implemented by the Council, however, with extensive operational needs competing for their attention, being intimately involved in the day-to-day operations and the details of project execution has proven to be a delicate balancing act. Although the City Administrator is ultimately responsible, if implemented, the PMO will alleviate many of the challenges faced by the Council during project implementation, including project monitoring shortfalls, and extensive budget and schedule overruns.

2.1.4 Products Offered

The main responsibilities of the Belize City Council are to build and maintain streets and drains, maintain public parks and cemeteries, manage the flow of traffic, and regulate, control and manage markets. These services are provided by the Council using funds generated from the collection of trade licenses, which are required for every business to operate, property taxes, liquor licenses, the issuance of driver's licenses, vehicle registrations, traffic violation tickets, building permits, street closures, and leases from market and park rentals.

Although not part of its legal mandate, the Council has also undertaken extensive community engagement initiatives to foster development in all areas of the city. These initiatives

include efforts such as the Council's Peewee Basketball Program, the Summer Youth Incubator Initiative, and the Youth Shadow Council. Other community-based events to promote economic development include community festivals, the Downtown Super Sale, and others.

The implementation of a PMO would greatly strengthen the institutional framework and enhance the Council's ability to effectively execute these initiatives. This proposal seeks to recommend the placement of a PMO within the organizational structure of the Belize City Council in an effort to establish accountability in decision-making, resulting in maximum effectiveness.

2.2 Project Management Concepts

A project can be defined as “a temporary endeavor undertaken to create a unique product, service, or result.” (The Standard for Project Management and a Guide to the Project Management Body of Knowledge, Project Management Institute, 2021, p. 30) Given this widely accepted definition, it is safe to assume that projects have arguably been in existence since the dawn of time. Though modern project management is said to have begun with the Manhattan Project, and its techniques were initially developed mainly by the military, other disciplines soon began to see its merits (Meredith et al., 2021).

2.2.1 Project Management Principles

The 12 principles of project management as defined by the Project Management Institute include stewardship, team, stakeholders, value, systems thinking, leadership, and tailoring. (PMI, 2021).

Stewardship refers to a project manager's responsibilities both within their organization, and in the external environment. This principle ensures that project managers carry out their duties with integrity, care, and trustworthiness. Within the context of project implementation at

the Belize City Council, the principle of stewardship would promote consideration of the financial, social, and technical components of environmental awareness. In essence, this principle answers the question, “how will the project affect those around me?”

Team refers to a group of individuals who are working together to achieve common objectives. Strong teams are typically comprised of individuals who each come with a unique set of skills. A collaborative environment fosters individual, and team learning and enhances the ability of the group to achieve project success. Developing collaborative teams is a strength of the Council. Time and time again teams have demonstrated their ability to accomplish the task at hand, often going beyond the call of duty to ensure that their objectives have been met.

The principle of **stakeholder engagement** recognizes the importance of actively keeping stakeholders abreast of project developments. Stakeholders are crucial to the success of any project, and the ability to garner their support can make or break the success of the project. Interestingly, the culture in Belize lends itself to the observation that despite attempts to invite stakeholders to contribute to conversations surrounding projects, there always seems to be a complaint of not being consulted. While this may be the case in some instances, it certainly isn't true for all.

In truth, actively engaging with project stakeholders increases the likelihood of realizing the value that a project can bring to interested parties. Focusing on project outcomes leads to added value, while evaluating progress and adapting as needed, maximizes the expected value of the project (PMI,2021).

Systems Thinking empowers a project team to recognize, evaluate, and react to fluid project circumstances in a holistic manner, which leads to a positive impact on the overall performance of the project. Keeping the mission and vision of the Council in mind throughout

the implementation of projects enables project managers to ensure that their projects align with the Council's overarching goals.

Effective leadership in project management can be demonstrated by any member of the team. It promotes the success of the project and can lead to positive project outcomes. Along with honesty, integrity, and ethical conduct, adaptability in diverse circumstances is a key characteristic of an effective leader.

Tailoring refers to recognizing the unique aspects of each project, this enables the design of a project management approach which adapts to the project needs, thereby determining the most appropriate methods for yielding the desired outcomes (PMI, 2021).

The principles of project management identified by the PMI also include **quality, complexity, risk, adaptability and resiliency**, and **change**. Together they lay the foundation for effective and successful project execution. If consistently applied within the context of the Belize City Council, these principles will markedly increase the success rates of projects leading to greater realization of the manifesto, i.e. the Council's strategic objectives.

2.2.2 Project Management Domains

In line with the evolution of the project management discipline, the 7th edition of the PMBOK Guide identifies eight (8) project performance domains required for implementing successful projects. The project performance domains depend on one another, and work together to achieve the project outcomes. This section will describe the individual project domains and draw a connection between the possible effects they could have on Council projects, if incorporated into the proposed PMO. The eight project performance domains are:

Stakeholders – Projects are designed to add value, whether for a business, community, or other implementing organization. To achieve this, project managers must prioritize the needs and

interests of stakeholders who are critical to a project's success. By effectively managing these relationships, project managers foster stakeholder agreement and gain support for their project objectives. Ensuring that stakeholders who stand to benefit from the project are satisfied, while mitigating the influence of those who may oppose the project, thereby preventing any negative impact on its progress, is essential. (The Standard for Project Management and a Guide to the Project Management Body of Knowledge, Project Management Institute, 2021, p.9)

Establishing a PMO would affect all three divisions of the Council in one way or another. The level of impact, however, would vary depending on the scope of each project. For example, internal street rehabilitation projects require participation from the Sanitation Department, the Works Department, the Finance Department, and the PR Department. Similarly, infrastructure projects taking place inside the city's parks can sometimes require the participation of the Works Department, the Parks Department, the planning department, and the Finance Department, with each playing its own role. Therefore, it is important for the Council to consult with and gain support from each department head when establishing the PMO.

Team – A project team is a set of individuals performing the work of the project to achieve its objects (PMI, 2021). Critically important to the success of any project is the creation of an enabling environment for people of all backgrounds to thrive as a collective. It is the responsibility of organizational leaders, and the project manager especially, to identify initiatives that promote team development, particularly those that enhance the leadership abilities of each team member.

Leadership should be practiced by all members of the project team, however the lead role for specific activities may be assigned to a single individual (centralized) or shared among the team (distributed). In centralized leadership roles, a single person is accountable for management

activities, while in instances of distributed leadership, accountability for project outcomes is shared between team members. There are also scenarios which may require the team to be self-organizing.

The success of the Belize City Council depends on the ability of all departments to work in tandem with each other daily. Many routine matters addressed by the Council pass through the offices of two or more departments before they are concluded, this requires extensive collaboration among teams. Taking this into consideration, the Council has, on occasion, gone to great lengths to invest in development training for its managers and staff.

There is room for improvement, however, when it comes to the time that managers take to foster an uplifting environment while encouraging their junior staff to develop their leadership skills. Furthermore, despite the need for effective communication, upper management frequently observes that departments are working in silos. When implementing future Council projects, it will be the responsibility of the PMO to ensure the creation of a high-performing team. Factors which lead to this include, open communication among team members, shared understanding and ownership, trust, collaboration, adaptability, resilience, empowerment, and recognition.

(PMI,2021)

Development Approach and Life Cycle – This performance domain focuses on selecting the right development approach, delivery cadence, and project life cycle to optimize project outcomes (PMI,2021). Integrating this performance domain within a PMO at the Belize City Council would be highly beneficial. Projects are currently often executed in phases, which can sometimes lead to inconsistencies in the frequency of achieving deliverables. With many moving parts- particularly complex projects involving external contractors- there is a need for a more structured approach. By having the project manager, and by extension, the PMO take

charge of determining the appropriate development approaches for projects, the Council can significantly enhance its efficiency in delivering successful project outcomes.

Planning – Proper planning allows project implementation to be carried out in an organized and coordinated way. The time required for planning will depend on the unique project circumstances, keeping in mind that the time spent planning should not be more than is necessary, (PMI,2021). An aspect of the PMO’s role at the Belize City Council would be to guide the project planning, ensuring that each role is being fulfilled, identifying potential risks, and ensuring that there are contingency plans in place should those risks materialize. In some cases, project leaders need to be mindful of the legislative authority of the Council, they should identify which projects need prior approval from the Central Government. The PMO would also work to ensure that all the necessary resources are in place to carry out the project.

Project Work – This performance domain keeps the project team on task and enables the project activities to proceed accordingly. In Belize City Council’s case, the PMO would be responsible for ensuring that the City’s projects remain on schedule and on budget. There have been countless instances where a project that has been scheduled to take 2-4 weeks at minimum, ends up taking up to six months.

The rehabilitation of the Council’s parking facility is a prime example of this. All be it, there were circumstances beyond the Council’s control such as the weather, and the delivery and installation of the boom barrier, but there were other factors which took far too long to accomplish. The PMO would be responsible for managing the existing workflow, newly assigned tasks, and any changes to the work. Their role will be to keep the project team focused on the task at hand, establish systems and processes for the implementation of respective projects, and to manage stakeholder communication, and project resources.

Delivery – According to the Project Management Institute, “projects support strategic execution and the advancement of business objectives”. (PMI,2021) This emphasizes the importance of selecting and implementing all BCC projects with the strategic plan, mission, and vision of the organization in mind. The PMO will play a crucial role in ensuring that projects meet internal and external requirements for completion, quality, and scope. Projects should not only contribute to the development of the Council, but to Belize City as whole through the enhancement of new services that address community challenges in line with the Council’s mandate.

Measurement – The measurement performance domain assesses project delivery performance and ensures that the metrics identified during planning are being met. (PMI, 2021) Measurements are used to evaluate project performance in comparison to the project plan, the budget, and schedule, and for documenting relevant project information to provide stakeholders with status updates. Despite this, the Project Management Institute asserts that, “the value of measurements is not in the collection and dissemination of the data, but rather in the conversations about how to use the data to take appropriate action.

The Council’s parking meter pilot project is an excellent example which demonstrates the need for project measurement and evaluation. The project was initially scheduled to last for a period of 1 year, however since the launch in April of 2022, monitoring and evaluation measures have been inconsistent. There was no team or person tasked with managing the project. It has now been two years since the project launched, and the public is asking for a report on the findings from the pilot. If a PMO was in place at the time of implementation, the Council would have been able to ensure that all the necessary measures were in place for data collection, vendor agreements, monthly or quarterly reconciliation, and regular progress reports.

This information would have been very helpful in determining the feasibility of the expansion of the parking meter initiative as a solution to parking issues facing residents and people doing business in heavily congested areas of Belize City.

Uncertainty – Uncertainty, as defined by the Project Management Institute, refers to “a lack of understanding and awareness of issues, paths to follow, or solutions to pursue”, (PMI, 2021). This project performance domain is associated with managing project risks, and when carried out effectively, fosters an awareness of the project environment and the interdependencies of project variables; it develops a capacity to anticipate project threats as well as opportunities.

The Belize City Council operates within a political landscape, which is surely one of the most unpredictable environments. A PMO would provide an added sense of security in the development of organizational projects despite changes in administration. In addition to the political climate, there are many other factors of uncertainty that could impact city projects, these include the state of the economy, and even, environmental conditions.

2.2.3 Predictive, Adaptive and Hybrid Projects

Selecting an appropriate development approach can make the difference between a successful project and a failed one. The Project Management Institute defines a development approach as “the means used to create and evolve the product, service, or result during the project life cycle” (PMI,2021). While there are many different approaches to project development, the three most frequently used are the predictive, hybrid, and adaptive models.

The predictive approach, which is also referred to as the “traditional” or “waterfall” method, is a plan-driven model where the expected outcomes are clearly defined and communicated at the commencement of the project. The planning phase is at the center of the

predictive approach, which sees the development of a comprehensive project plan from kick-off to completion. (Thesing, et. Al)

Unlike the traditional method of approaching projects which uses a linear model, agile or adaptive methodologies, such as SCRUM or KANBAN, implement projects in a cyclical manner. This method is most effective for circumstances in which specific project deliverables have yet to be clearly identified in the initiation phase. Circumstances which may necessitate the use of an adaptive project approach are those where project requirements are subject to a high level of uncertainty and volatility and are likely to change as the project progresses, (PMI,2021). The agile approach defines project goals at a low level of detail with a shorter window dedicated to project planning. These types of projects provide more flexibility in project implementation, which enables organizations to adjust to changing customer requirements, (Thesing, 2021).

Lastly, hybrid approaches to project development are used to enhance traditional models by incorporating principles from adaptive methods. According to Thesing, et. Al, The “big picture” is planned by means of a plan-driven waterfall process, but suitable subprojects are managed in an agile manner. Using high-frequency communication and short feedback cycles, sub-projects take advantage of agile characteristics such as transparency and adaptability but follow the overall structure of a higher-level, classical project plan.

Establishing a Project Management Office (PMO) would significantly enhance the Council's ability to implement its various projects effectively. The PMO would provide critical advice and recommendations to the Mayor and City Administrator on the most suitable development approach for each project. Thesing et al. introduced a decision model (Figure 2) that aids in determining the optimal developmental approach, which is outlined in a two-step process. The first step involves applying exclusion criteria for a preliminary assessment, while

the second step uses detailed selection criteria for a comprehensive evaluation (Thesing et al., 2021). This process facilitates better decision-making and instills greater confidence in the project team, ensuring that all deliverables are met.

2.2.4 Project Management

The Project Management Body of Knowledge (PMBOK) defines project management as, “the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Project management refers to guiding the project work to deliver the intended outcomes,” (PMBOK, 2021, p. 4). Managing a project typically requires identifying requirements, effective communication with stakeholders, managing the schedule, resources, cost, and quality of the project. (PMI,2021)

In recent years, the Council has been able to apply many project management principles to its various initiatives, but there is still significant room for growth. Projects are currently led by one or more functional managers who tend to focus on the technical aspects of project implementation without consideration for cost, stakeholder communication, and even schedule, in some cases. When projects have not been properly managed, the Council has faced extensive cost overruns, wasted resources, missed deadlines, scope creep, and dissatisfied stakeholders. In contrast, a PMO would promote a holistic approach to project execution; thereby, aiding in the achievement of organizational objectives, optimizing the use of public funds and meeting stakeholder expectations, thus increasing the Council’s probability of success.

2.2.5 Project Management Knowledge Areas and Processes

Though it has recently shifted its approach, the PMI previously identified ten (10) areas of project development that project managers should be familiar with. These are:

Project Integration Management – This knowledge area ensures that all components of the project are working in tandem to achieve the desired outcomes. It ensures that all elements of the project development cycle, from planning, to execution, as well as monitoring and evaluation are working cohesively.

Scope Management - All the work required for successful project implementation, and nothing more, is outlined in this area. It involves plan scope management, collecting stakeholder requirements, defining the scope, creating the Work Breakdown Structure (WBS) and validating and controlling the project scope.

Cost Management – This knowledge area involves planning, estimating, budgeting, funding, and controlling project costs. (Kumar, D (linked in) It ensures that the project is completed within the allocated budget, which is a key indicator of project success.

Schedule Management – The schedule management area ensures that the project is completed on time. It includes defining project activities as well as the order in which they should be completed, estimating the duration of each activity, developing and monitoring the status of the activities, and managing changes as necessary.

Quality Management – Quality management ensures that stakeholder expectations as well as project requirements are met. It is measured using predefined acceptance criteria and metrics that are based on predefined project requirements. Effective execution of quality management results in positive project outcomes such as enhanced cost control, timely delivery of projects, improved decision making, and minimal defects (PMI,2021).

Resource Management – This knowledge area focuses on identifying, acquiring and managing the resources needed for the successful completion of the project. It involves defining how to estimate, acquire, and utilize the project's physical resources, as well as recruiting,

building and managing a dynamic team, by improving member competencies and fostering team member interactions.

Communication Management – Communication is crucial to the success of complex projects. Managing communication in projects leads to timely and appropriate planning, collection, and dissemination of relevant information. It ensures that team members and stakeholders are kept abreast of project developments. (Kumar, 2024)

Risk Management – Project Risk Management is the process of identifying, analyzing, and responding to project risks to maximize project strengths and opportunities while mitigating threats and addressing weaknesses. It involves planning risk management, identifying risks, performing both qualitative and quantitative risk analyses, planning and implementing risk responses, and monitoring project risks. (Kumar, 2024)

Procurement Management – This knowledge area focuses on the acquisition of goods and services outside the project team and the implementing organization, to meet project requirements. It involves identifying and documenting a project's procurement approach, identifying and selecting product or service providers, awarding and monitoring contract performance. (Kumar,2024)

Stakeholder Management – Stakeholder management entails the identification of individuals, groups, or organizations that will be impacted by the project, and thus have a vested interest in its implementation and outcomes. It involves communicating and working with stakeholders to ensure that their needs are being met, monitoring stakeholder relationships, and adjusting as needed (Kumar,2024).

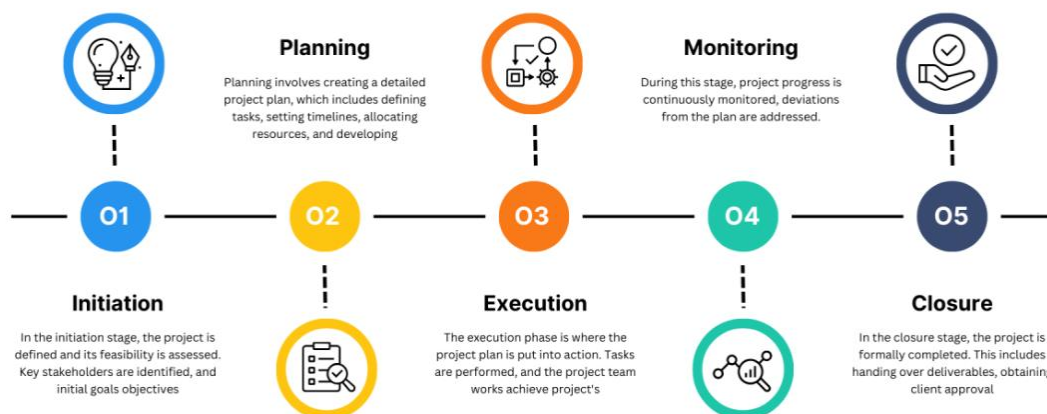
Becoming familiar with the ten (10) knowledge areas provides the project manager and team with all the necessary information to successfully execute even the most complex projects and are the foundation of effective project management.

2.2.6 Project Life Cycle

The project life cycle is a structured series of phases that a project goes through from its initiation to its completion. It provides a systematic approach to planning, executing, and closing projects, ensuring that each stage is carefully managed to achieve the desired outcomes. A project can be categorized by five (5) phases, known as its life cycle. These phases are initiation, planning, execution, monitoring and control, and closure. Approaching projects in these phases helps organizations to more effectively manage their projects, identify and utilize resources, and improve project outcomes.

Figure 2

The Project Life Cycle



Note: This figure was taken from an article titled Mastering the 5 Steps of Project Life Cycle, written by Harish Patil, PMP.

Initiation – The initiating process group is comprised of two main processes, namely the development of the project charter, and the identification of project stakeholders. According to the Project Management Institute, “these processes define a new project or a new project phase of an existing project by obtaining authorization to start the project or phase”, (PMI, 2023). This process group serves to ensure that only projects which are expected to add value to the organization and its strategic objectives are approved.

At this point in the project lifecycle, the project scope is defined, stakeholders are identified and informed of the intended purpose of the project, with a view to garner support throughout the remaining project phases.

Planning – The planning process group seeks to formally establish the complete project scope, refine project objects, and develop a plan to achieve those objectives (PMI,2023). This phase is where the project management plan and other relevant project documents are developed for future execution by the team. Depending on the selected developmental approach, some projects may require “repeated feedback loops for additional analysis” (PMI,2023). The full list of processes involved in the planning process group can be found in the table below:

Table 1

Planning Processes

Processes Planning	
Develop Project Management	Determine Budget
Plan Scope Management	Plan Quality Management
Collect Requirements	Plan Resource Management
Define Scope	Estimate Activity Resources
Create WBS	Plan Communications Management
Plan Schedule Management	Plan Risk Management

Processes Planning	
Define Activities	Identify Risks
Sequence Activities	Perform Qualitative Risk Analysis
Estimate Activity Durations	Perform Quantitative Risk Analysis
Develop Schedule	Plan Risk Responses
Plan Cost Management	Plan Procurement Management
Estimate Costs	Plan Stakeholder Engagement

Note: Adopted from the Project Management Institute’s PMBOK Guide 7th Edition

Execution – The executing process group is where the central work of the project is implemented; it is where people and other resources are combined to carry out the plans developed in the previous phase of the life cycle. Execution, however, is not just about accomplishing the work, it is about how the project is managed. “Work effort may or may not have been correctly estimated, so the project manager may need to manage the work plan to determine ways to reschedule work effort or modify the scope or timeline”, (Houston & Bove, 2007).

According to the Project Management Institute, the project execution phase consists of the following processes:

Table 2

Executing Processes

Executing Processes	
Direct and Manage Project Work	Manage Team
Manage Project Knowledge	Manage Communications
Manage Quality	Implement Risk Resources
Acquire Resources	Conduct Procurement
Develop Team	Manage Stakeholder Engagement

Note: Adopted from the Project Management Institute’s PMBOK Guide 7th Edition

Monitoring & Controlling – This process group focuses on tracking, reviewing, and regulating the progress and performance of the project, identifying those areas in which changes to the project might be necessary, and taking measures to implement those changes. “Monitoring is collecting project performance data, producing performance measures, and reporting and disseminating performance evaluation. Controlling is comparing actual performance with planned performance, analysing variances, and assessing trends to effect process improvement, evaluating possible alternatives, and recommending appropriate correction action as needed,” (Project Management Institute, 2023).

According to the Project Management Institute, the monitoring and controlling project phase consists of the following processes:

Table 3

Monitoring & Controlling Processes

Monitoring & Controlling Processes	
Monitor and Control Project Work	Control Quality
Perform Integrated Change Control	Control Resources
Validate Scope	Monitor Communications
Control Scope	Monitor Risks
Control Schedule	Control Procurements
Control Costs	Monitor Stakeholder Engagement

Note: Adopted from the Project Management Institute’s PMBOK Guide 7th Edition

Closure- This phase of the project life cycle formally closes the project; it verifies that all the previous phases and their related processes have been completed. It is the process of “finalizing activities for the project, phase or their related contracts. In this phase the project manager is responsible for reviewing the project plan and verifying that all the project tasks were completed, and that the project has met its objectives. (PMI, 2023).

2.2.7 Company Strategy, Portfolios, Programs and Projects

The Belize City Council relies heavily on the manifesto of the successful political party to guide its strategic objectives. Upon their election to office, the mayor divides specific portfolio responsibilities between himself and his team of 10 Councillors. These portfolios include the areas of Infrastructure, City Planning, Sanitation, Youth, Sports & Wellness, Parks & Playgrounds, Market, Local Economic Development, Community Engagement, Traffic Management, and others.

Many of the Council’s departments fall under these portfolios and may be assigned to lead the organization’s efforts on a particular project. Because much of the human and other resources required can be facilitated internally, projects are often executed as a collaborative effort among the departments.

Council programs include youth and local economic development initiatives such as the Belize City Accelerator Program (BCAP), the Youth Summer Incubator Program, and the Youth Shadow Council (YSC). Other projects, which have been named previously include the rehabilitation of the William David Fonseca Parking Facility, the Parking Meter Pilot Project, and the Council’s E-mobility project which encompasses both the organization’s e-bus and e-taxi initiatives.

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

The executive arm of the Council has declared that capital projects, will be funded by investments in the municipal papers, and outside sources of funds, while the daily operations of the organization will be funded by revenue generated from property taxes, trade and liquor licenses, traffic violation tickets and other services. Similarly, a PMO would ensure that the Council is making the most of its already limited resources.

The PMO would ensure that projects are selected and prioritized based on their contribution to the city's long-term development goals, such as infrastructure improvement, public service efficiency, and community engagement. This alignment would help in maximizing the value of projects, ensuring that limited resources are allocated to initiatives that provide the highest strategic benefit.

For the Belize City Council, adopting a PMO could be seen as a step towards increasing its project management maturity, leading to better governance, standardized practices, and enhanced project outcomes. By leveraging the maturity model, the council can assess its current project management capabilities, identify gaps, and implement the PMO as a strategic tool to improve overall project execution, thereby leading to more effective public service delivery.

2.3.1 Current Situation of the Problem or Opportunity in Study

The Council is in a unique position. As the largest municipality in Belize, it has the capacity to garner financial and technical support in many different disciplines. The issue is, because its internal human capital and other resources are stretched thin, juggling between daily operations and project implementation has proven to be a challenge.

Projects are often completed over budget and significantly behind schedule. With the recent restructuring of several departments, this is an opportunity for the Council to strengthen its project management capacity. Rather than having the respective functional managers

facilitating the portion of the work that is relevant to their field, a person or team could be used to guide the various projects from a holistic approach, with a bird's eye view rather than just looking at the task at hand.

2.3.2 Previous Research Done for the Topic in Study

Up to now, the research carried out to prepare the PMO proposal includes a review of the following sources:

Project Management: A Strategic Managerial Approach discusses the integration of project management with an organization's strategic goals, highlighting that effective project management is not just about executing tasks but aligning them with broader organizational objectives.

The Influence of Monitoring and Control on Project Management Success is a study that highlights the importance of these tools for project success, making it valuable for establishing a PMO by emphasizing the need for standardized processes to enhance project outcomes. The methodology provided offers a practical approach for data analysis and presentation, beneficial for PMO implementation.

Although geared towards those in healthcare, Project Management for Healthcare Informatics explores the various phases of the project management lifecycle. This information proved quite useful in preparing the foundational information for this project as it supported the principles outlined in the PMBOK.

Resources from the PMI have been instrumental in the development of this topic thus far. Key publications from PMI used include the 7th Edition of the Project Management Body of Knowledge, and Process Groups: A practice guide, which provides a detailed description of each of the project management process groups.

2.3.3 Other theory related to the topic in study

A Project Management Office (PMO) in local government offers numerous benefits, including enhanced efficiency, accountability, and strategic alignment. By standardizing project management processes, a PMO ensures that all initiatives are executed consistently, reducing risks and optimizing resource allocation. This leads to more effective use of public funds and improved delivery of services to the community.

Additionally, a PMO facilitates better communication and coordination across departments, helping to break down silos and ensure that projects align with the broader strategic goals of the local government. It also provides a centralized oversight mechanism, enabling local government leaders to track progress, identify potential issues early, and make informed decisions to keep projects on track. Ultimately, a PMO enhances the ability of local governments to deliver on their promises to citizens, fostering greater public trust and confidence.

3 METHODOLOGICAL FRAMEWORK

A methodological framework, as described by McMeekin et. l, is a “structured guide to completing a process or procedure”, (McMeekin, 2020). As such, the processes described in this research will serve to aid in the development of a Project Management Office. While this research may be used to establish a PMO within any organization, this document is specifically targeted toward the local government sector and seeks to enhance project implementation within the organizational structure of a municipal authority.

3.1 Information Sources

As the name implies, information sources refer to a person, thing, or place, from which information is obtained. They can include books, journals, newspapers, interviews, government documents, websites, and databases. While information sources can be known as primary or secondary, tertiary sources also exist. In considering the type of resources that would be used to carry out the research relevant to the implementation of a PMO, primary and secondary sources were thought to be the most appropriate.

3.1.1 Primary Sources

The library of congress defines primary sources as the “raw materials of history- original documents and objects that were created at the time under study”, (Library of Congress). Senton Hall University further clarifies by explaining that a primary source is a first-hand account of an event or topic. They are the most direct evidence of an event, because they were created, or recounted by people or things who were there at the time of the event. Some examples of primary resources include journal entries, oral histories, photographs, newspaper articles,

research studies, autobiographies, meeting minutes, and interviews. (Senton Hall University, 2024).

Primary sources utilized in this research will include project reports, interviews, and accounts of firsthand experiences from organizations who already have an established PMO, and from project documents and stakeholders within the Belize City Council.

3.1.2 Secondary Sources

Secondary sources, on the other hand, offer an interpretation, analyzes, or adds commentary to primary sources. They often provide information from primary sources, with added perspective, and were written after the actual events occurred. These types of sources can include textbooks, journals, magazines, or newspaper articles.

Much of the research carried out for the project thus far has been from secondary sources. These include peer reviewed articles, media commentary on previous institutional projects, and textbooks such as the PMBOK 7th Edition, Project Management for Healthcare Informatics, and Project Management: A Strategic Managerial Approach.

Chart 1

Information sources (From Author self-produced)

Objectives	Information sources	
	Primary	Secondary
To conduct an assessment to determine the current level of project management maturity in the Belize City Council.	Interviews with Functional Managers and Directors who regularly implement the organization's projects.	PMBOK 7 th Edition, Project Management Office Models – a review, Measuring Project Maturity- A framework for better and efficient projects delivery, Assessment of Maturity in Project Management: A Bibliometric Study of Main Models, Assessment of Project Management Maturity Models Strengths and Weaknesses, Project Management Maturity and industry-wide assessment, A quick measure of project maturity.

Objectives	Information sources	
	Primary	Secondary
To define a conceptual project management framework for the development of project initiatives in the Belize City Council.	Interviews with Functional Managers and Directors who regularly implement the organization's projects.	The management of project management: A conceptual framework for project governance, Governing the project process: a conceptual framework, Project governance, benefit management, and project success: Towards a framework for supporting organizational strategy implementation (International Journal of Project Management Vol. 35 Issue 8), PMBOK 7 th Edition.
To propose the creation of a PMO for the development of project initiatives in the Belize City Council and the characteristics it will have (optimal placement of the PMO within the organizational structure to ensure maximum effectiveness and its interactions with other departments, level of authority and decision-making power).	Interviews with Functional Managers and Directors who regularly implement the organization's projects.	Project Management Office Models- a review, A Framework to establish a Project Management Office (European Journal of Business Management), Establishing a PMO in City Governments, Best Practices in implementing a project management office: a systemic review of the literature, PMBOK 7 th Edition, Establishing a Project Management Office (Forbes).
To define the roles and responsibilities within the Belize City Council's PMO to ensure accountability in the execution of organizational projects and the general aspects of a project management methodology it will apply to project initiatives.	Interviews with Functional Managers and Directors who regularly implement the organization's projects.	The role of project management office in the implementation of strategic plans in project-based organizations (PLOS ONE), Project Management Office: The process of creating a PMO Concept, The Roles of the Project management Office In The Execution of the Organizations Strategic Plan, The Roles of the Project Management Office In The Execution of the Organizations Strategic Plan, The Program Management Office Establishing, Managing, and Growing the Value of a PMO, Models of PMO Functioning in a Multi-project Environment, PMO Implementation FOR Project Management in a collaborative research context (American Society for Engineering Management), Exploring the Project Management Office (PMO)- Role, Structure, and Processes. PMO Framework and PMO Models for Project Business Management (PM World Journal), A conceptual framework of the alignment of the Project Management Office (PMO) with the Organizational Structure, Developing Organizational Project Management Capability: Theory and Practice
To determine how the Belize City Council's PMO can integrate sustainability and	Interviews with Functional Managers and Directors who	Building Value through Sustainable Project Management Offices, PRiSM (Green Project Management), Sustainable PMO, PMBOK 7 th

Objectives	Information sources	
	Primary	Secondary
regenerative principles into the projects it implements to align with organizational sustainability goals.	regularly implement the organization's projects.	Edition, The sustainable project management: A review and future possibilities.
To create an extensive implementation plan in an effort to guide the establishment of a Project Management Office within the Belize City Council.	Interviews with Functional Managers and Directors who regularly implement the organization's projects.	Project Management Toolkit, implementing formal project management to local government projects (PMI), Implementing PM3 for Improved Project Management in a Local Authority, PMBOK 7 th Edition

3.2 Research Methods

Although there seems to be little consensus regarding what qualifies as a type of research method, coded data in research articles between 2001 and 2010 were analyzed both qualitatively and quantitatively. These methods can be applied across disciplines and enable greater understanding of specific subject areas. “This exploration shows that research methods comprise data collection techniques (e.g., interview, observation) and data analysis techniques (e.g., qualitative, quantitative), (Chu & Ke, 2017).” Thus, research methods can be defined as strategies, or techniques used to collect and analyze data in order to discover new information that promotes improved or more comprehensive understanding of a specific topic. The most commonly used types of research methods include qualitative and quantitative methods, as mentioned above, and mixed research methods.

3.2.1 Quantitative Method

Quantitative Research involves the collection and subsequent analysis of numerical data. This method helps researchers attain a deeper understanding of their subject matter. The

quantitative research process can be broken down into five (5) steps. These include, formulating the questions that will be answered by the study, determining the sample size and characteristics, selecting the methods to get answers to questions previously formulated, selecting the analysis tools, and lastly, understanding and interpreting the results. Quantitative research methods are useful for finding out how many, how much, how often, or to what extent (The University of New Castle, 2023). Tools used to gather numerical data used in quantitative research include surveys, document screening, results from conducted experiments, and observation.

3.2.2 Qualitative Method

Qualitative Research on the other hand, gathers data about peoples lived experiences, their emotions, or behaviours, and the meaning given to them by the individuals involved. This method allows researchers to gain a deeper understanding of complicated matters, the way people interact with one another, and significant cultural events. Qualitative methods help researchers to understand why things happened.

3.2.3 Mixed Methods

Another commonly used method of research combines both the quantitative and qualitative methods and is known as the mixed research method. This method offers a comprehensive approach by combining and analyzing statistical data with deeper insights surrounding the topic, (The University of New Castle, 2023).

Mixing the two methods together provides greater insight than would have been available if only one method was used. A mixed-methods design can integrate multiple data sources thereby assisting in the study of complex problems (Poth & Munce, 2020). “Another driving motive for combining the two methods is the belief that both kinds of research have values and that in some respects they are complementary, and therefore, there will be an added value in combining them”,

(Dawadi et. al, 2021) Researchers utilize the outcomes of both methods to paint a clearer picture and gain a broader understanding of the topic.

Chart 2

Research Methods (From Author, Self-Produced)

Objectives	Research methods		
	Quantitative	Qualitative	Mixed Methods
To conduct an assessment to determine the current level of project management maturity in the Belize City Council.			The qualitative and quantitative methods were combined and utilized to analyze information related to this objective. It included a review of a sample past Belize City Council projects. Project outcomes were then quantified in terms of cost, schedule, and other factors.
To define a conceptual project management framework for the development of project initiatives in the Belize City Council.		The qualitative research method was used to explore the Council's specific needs, taking into consideration challenges and stakeholder perspectives.	
To propose the creation of a PMO for the development of project initiatives in the Belize City Council and the characteristics it will have (optimal placement of the PMO within the organizational structure to ensure maximum effectiveness and its interactions with other departments, level of authority and decision-making power).			The mixed method was used to achieve this objective. Reviewing available information on organizations who have implemented PMOs particularly in the local government arena, and looking at project success rates from those organizations that have implemented a PMO, will help to determine whether this is something worth pursuing.
To define the roles and responsibilities within the Belize City Council's PMO to ensure accountability in		The qualitative research method was used to explore the Council's	

Objectives	Research methods		
	Quantitative	Qualitative	Mixed Methods
the execution of organizational projects and the general aspects of a project management methodology it will apply to project initiatives.		specific needs, taking into consideration challenges, stakeholder perspectives, and the experiences of other organizations who have gone through this process before.	
To determine how the Belize City Council's PMO can integrate sustainability and regenerative principles into the projects it implements to align with organizational sustainability goals.			The mixed method was used to achieve this objective. Reviewing available information on organizations who have implemented PMOs particularly in the local government arena, and looking at project success rates from those organizations that have implemented a PMO, will help to determine whether this is something worth pursuing.
To create an extensive implementation plan in an effort to guide the establishment of a Project Management Office within the Belize City Council.		The qualitative research method was used to explore the Council's specific needs, taking into consideration challenges, stakeholder perspectives, and the experiences of other organizations who have gone through this process before.	

3.3 Tools

Research tools refer to the instruments or techniques used to collect, analyze, interpret, and communicate data. Tools play a critical role in carrying out research projects in many different disciplines. Examples of research tools could include statistical software, such as SPSS, questionnaires, data visualization tools, and hardware such as computers and other equipment.

Tools used in developing the proposal for the establishment of a PMO within the Belize City Council include software, electronic equipment, and others described in Chart 3 below.

Chart 3

Tools (From Author, Self-produced)

Objectives	Tools
To conduct an assessment to determine the current level of project management maturity in the Belize City Council.	Questionnaires and Interviews with relevant stakeholders, document review, and usage of the Project Management Maturity Model.
To define a conceptual project management framework for the development of project initiatives in the Belize City Council.	Available Research (Document review)
To propose the creation of a PMO for the development of project initiatives in the Belize City Council and the characteristics it will have (optimal placement of the PMO within the organizational structure to ensure maximum effectiveness and its interactions with other departments, level of authority and decision-making power).	Document Review, Organizational Chart, Documentation from previous projects, Observation, Technical Reference Points/ Contacts within the discipline.
To define the roles and responsibilities within the Belize City Council's PMO to ensure accountability in the execution of organizational projects and the general aspects of a project management methodology it will apply to project initiatives.	Organizational Chart, Job Description Documentation specific to the Belize City Council.
To determine how the Belize City Council's PMO can integrate sustainability and regenerative principles into the projects it implements to align with organizational sustainability goals.	Document Review related to best practices for sustainable and regenerative projects.

Objectives	Tools
To create an extensive implementation plan in an effort to guide the establishment of a Project Management Office within the Belize City Council.	Checklist to ensure that all project requirements have or are being met. Document review to analyze current PMO implementation best practices.

3.4 Assumptions and Constraints

The Cambridge Dictionary defines an assumption as, “something that you can accept as true without question or proof”, (Cambridge, 2024). Constraints on the other hand is described by the Cambridge Dictionary as, “something that controls what you do by keeping you in a particular limit”, (Cambridge, 2024). The Project Management Institute explains that “every project and its project management plan are conceived and developed based on a set of assumptions and within a series of constraints”, (PMI,2023).

Analyzing the assumptions and constraints that are present within a project and its environment allows the project team to determine which risk poses a greater threat to the success of the project. Although often associated with a negative connotation, constraints can also give rise to innovation, thus improving opportunities for strengthening the project throughout its implementation. Assumptions and constraints considered while drafting the proposal for the implementation of a Project Management Office within the Belize City Council are described in Chart 4 below.

Chart 4

Assumptions and constraints (From Author, Self-produced)

Objectives	Assumptions	Constraints
To conduct an assessment to determine the current level of project management maturity in the Belize City Council.	Internal Stakeholders are willing to participate in the study.	Limited Project Documentation

Objectives	Assumptions	Constraints
To define a conceptual project management framework for the development of project initiatives in the Belize City Council.		Indicate constraints applicable for this objective.
To propose the creation of a PMO for the development of project initiatives in the Belize City Council and the characteristics it will have (optimal placement of the PMO within the organizational structure to ensure maximum effectiveness and its interactions with other departments, level of authority and decision-making power).	Willingness for a member of the executive arm of the Council to support the proposal and present it to the Council for further consideration.	Indicate constraints applicable for this objective.
To define the roles and responsibilities within the Belize City Council's PMO to ensure accountability in the execution of organizational projects and the general aspects of a project management methodology it will apply to project initiatives.	There is a place/ the capacity for the Belize City Council to accommodate a PMO.	Limited Availability of the Organizational Structures within organizations with PMOs, and TORs/JDs for the relevant posts within the PMO.
To determine how the Belize City Council's PMO can integrate sustainability and regenerative principles into the projects it implements to align with organizational sustainability goals.	Organizational Support/ Political Will and Ethical Fortitude to promote sustainability in organizational project development.	Limited Resources, especially finances and institutional capacity for implementing a PMO. (lack of experience)
To create an extensive implementation plan in an effort to guide the establishment of a Project Management Office within the Belize City Council.	There is sufficient data and information available through peer reviewed journals and articles in describing how a PMO should be implemented ted, inclusive of the resources and components needed.	The ability of the researchers to complete the proposal within the established timeframe, and budget.

3.5 Deliverables

Project deliverables are specific, often tangible outcomes produced from the implementation of a project. They are items or services that can be measured, and that meet the

requirements of a specific project. They are a key component used to assess the progress of projects and ensure that the projects are being implemented according to the standards outlined in the project scope.

The deliverables being developed for this proposal for the implementation of a Project Management Office (PMO) at the Belize City Council include a comprehensive report which demonstrates the current level of project management maturity within the organization, a documented project management framework for future Council projects, a proposal for the creation of a PMO inclusive of an updated organizational chart, a plan with recommendations for incorporating sustainability components in all project developments, and a plan for the PMO implementation within the Council.

Chart 5

Deliverables (From Author, Self-produced)

Objectives	Deliverables
To conduct an assessment to determine the current level of project management maturity in the Belize City Council.	A comprehensive report indicating the project management maturity level found within the Belize City Council
To define a conceptual project management framework for the development of project initiatives in the Belize City Council.	A documented project management framework for the development of the Council's projects.
To propose the creation of a PMO for the development of project initiatives in the Belize City Council and the characteristics it will have (optimal placement of the PMO within the organizational structure to ensure maximum effectiveness and its interactions with other departments, level of authority and decision-making power).	A proposal for the creation of a PMO, inclusive of an update organizational chart with optimal placement in the Council's reporting structure.
To define the roles and responsibilities within the Belize City Council's PMO to ensure accountability in the execution of organizational projects and the general aspects	Organogram indicating the PMO's placement within the organization, Job Titles, and Job Descriptions for positions within the PMO,

Objectives	Deliverables
of a project management methodology it will apply to project initiatives.	Departmental Organogram designating reporting relationships,
To determine how the Belize City Council's PMO can integrate sustainability and regenerative principles into the projects it implements to align with organizational sustainability goals.	A sustainability plan with targets suggesting ways in which the PMO may implement sustainability and regenerative principles into the strategic goals of the organization.
To create an extensive implementation plan in an effort to guide the establishment of a Project Management Office within the Belize City Council.	A PMO implementation plan for the Belize Council.

4 RESULTS

The information presented below describes the outcome of a project management maturity assessment for the Belize City Council. It includes a detailed implementation plan for the establishment of a PMO within the organization and defines a framework for how project implementation should be addressed. This framework outlines the specific outputs for each action and phase of the project life cycle. By implementing these recommendations and ensuring that the right people are in place to carry out project tasks, the Council is likely to significantly enhance its project capacity.

4.1. Belize City Council's current Project Management Capacity

“As project management becomes the dominant way that work is accomplished, organizations strive to become good at delivering projects successfully”, (Pennypacker & Grant, 2002). Organizational Project Management (OPM) is a “strategy execution framework that utilizes portfolio management as well as organizational-enabling practices to consistently and predictably deliver organizational strategy to produce better performance, better results, and a sustainable competitive advantage”, (PMI,2013a, p.3). Success in this area is achieved through detailed and consistent application of industry approved project management practices.

Innovation and constant improvement in project delivery is essential for the success of any organization, but modern enterprises must approach improvement in a strategic manner. “Committing an organization to a significant improvement effort requires a thorough understanding of where the organization is and perhaps more important, where does the organization need to grow?”, (Pennypacker & Grant, 2002). There are five (5) levels of project management maturity (PMM) which include:

Level 1: Initial Process

At this OPM level, the organization's management is aware that project management processes, tools, techniques, and other resources are available, yet there are no established practices or standards. This leads to a lack of accountability on the part of employees assigned to implement projects. Organizations with level 1 capacity utilize documentation loosely, or as needed, without a standardized protocol in place, (Pennypacker,2001,25).

Level 2: Structure 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

In this level of OPM development, “all project management process 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” (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 optimize 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 the 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).

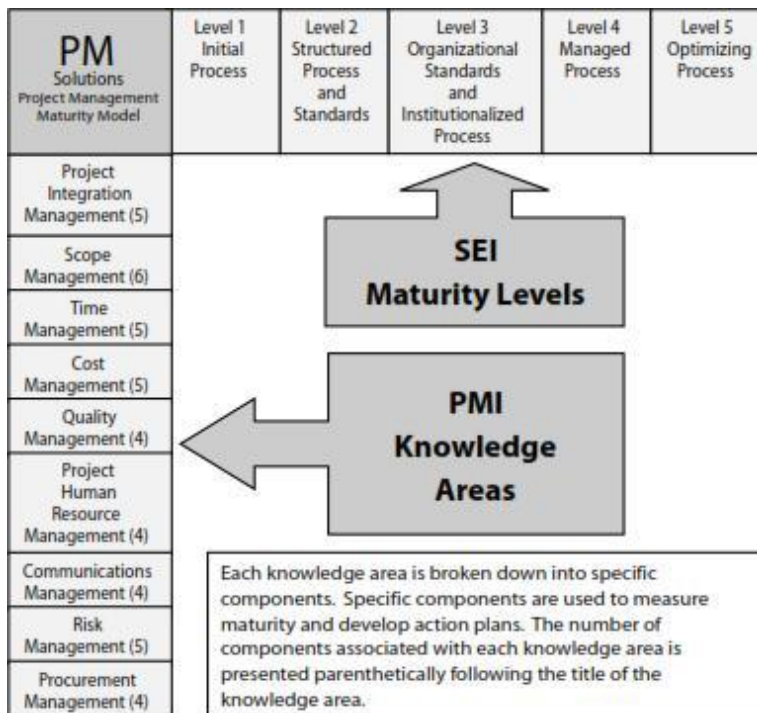
Level 5: Optimizing Process

In this stage of OPM maturity, the processes in place are actively used to improve the organization’s project management processes, standards, and documentation. For organizations on this level, improving established practices is a constant endeavor. The data collected and lessons learned from previous projects are examined and used to understand both project performance and inform decision-making in future projects (Pennypacker, 2021,25).

Figure 3

The PM Solutions Project Management Maturity Model

Source: *Project Management Institute- Project Management Maturity an Industry-wide Assessment*



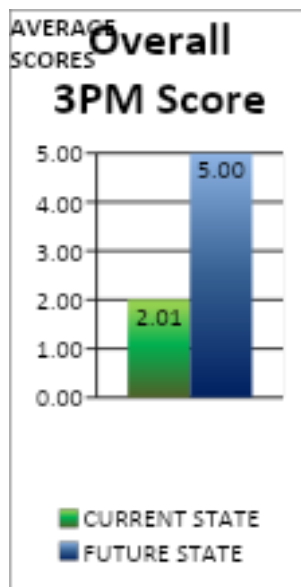
Because the purpose of this paper is to improve the project management capabilities of the Belize City Council, it is important to first have a clear understanding of its current capacity. Thus, in order to ascertain the Council's current ability to carry out projects, an assessment was conducted to determine the existing level of project management maturity within the Belize City Council.

The assessment was carried out using a 3PM maturity assessment tool developed by Sean Whitaker. This self-administered assessment consisted of sixty-four (64) questions and addressed the Council's capabilities in eighteen different project-related areas. The assessment determined that the Council's overall Project Management Maturity Model Score was 2.01. Based on the descriptions of the various levels of PMM provided above, the

Council currently makes use of certain project management practices, but they are not standardized across the organization. The level of support from management regarding project implementation is high, but there is very little understanding or standardized requirements. While there are certain operational processes which remain at play, during implementation, each project is approached in an ad hoc manner, which often leaves team members with an unclear direction of how the project will be moving forward.

Figure 4

PMM Assessment Score compared to the future state.

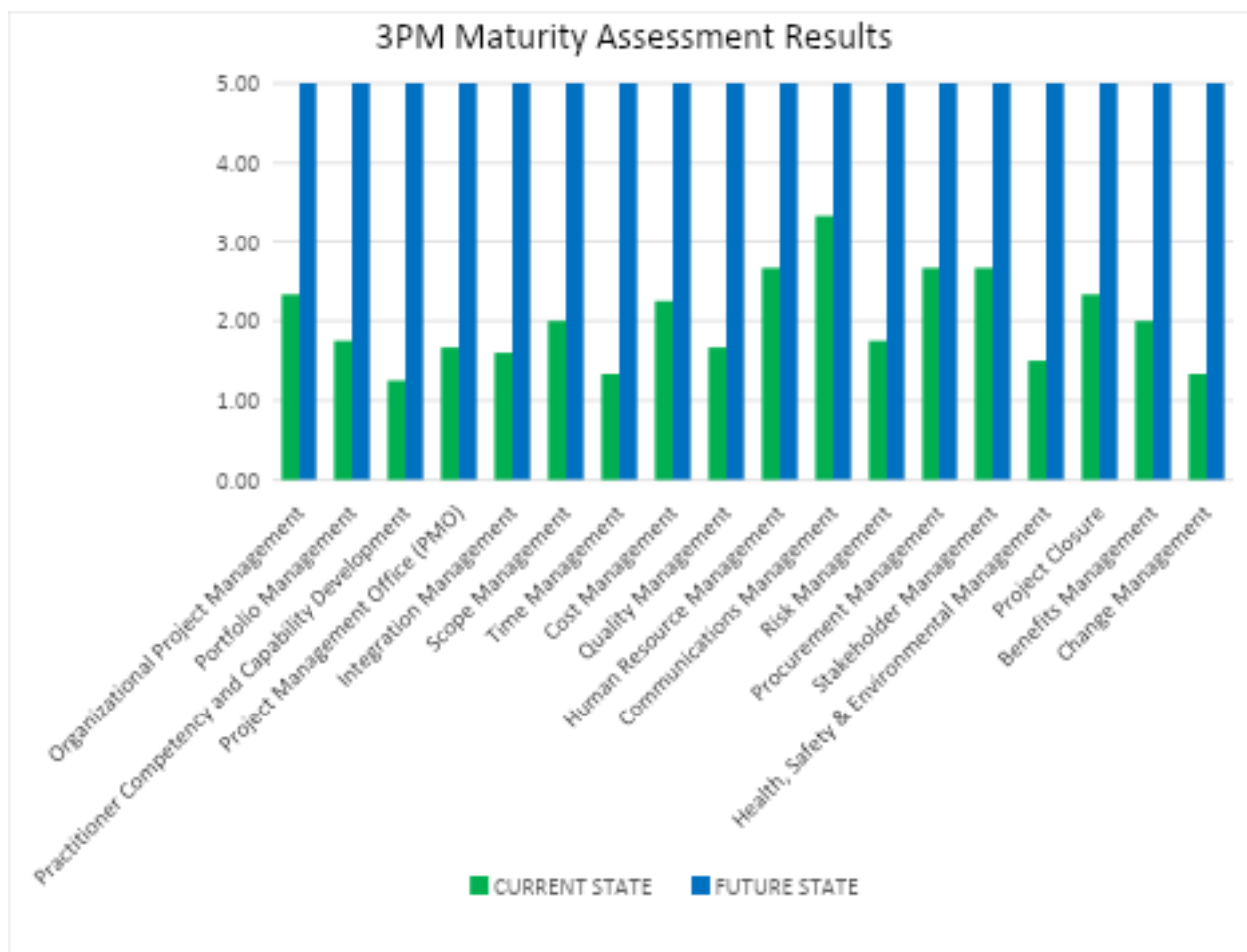


Note: Produced as a result of the assessment.

Further analysis of the assessment results demonstrated the Council's capacity to successfully manage the ten (10) knowledge areas and other important aspects of project management, including project closure, project management office, change management, etc.

Figure 5

PMM Assessment Results by Knowledge Area and Phases



Note: Produced as a result of the 3PM assessment

Of the management areas assessed, the Council performed the best in communications management, with a score of 3.3. This means that communications processes are in place and have been standardized across the organization, with formal documentation in place to ensure accountability. The Council performed most poorly in terms of practitioner competency and capability, with a score of 1.25. This result underscores the difficulty faced by functional

managers who are responsible for implementing projects without any project management training.

Conducting the PMM assessment was essential for understanding where the Council currently sits in its Project Management Maturity level, and in demonstrating what areas need the most improvement. It will be the responsibility of the PMO to ensure that similar assessments are carried out at regular intervals to promote capacity building within the organization, and continuously drive the enhancement of the Council's project processes.

4.2 To Define a Conceptual Project Management Framework for the Development of Project Initiatives in the Belize City Council

Projects are carried out to provide value to existing organizations and their stakeholders. In the case of the BCC, value is most likely to be added through the creation of a new service, or the improvement of an existing one. In order to enhance the Council's project management capacity from Level 2 to Level 3, the framework below is being proposed as steps that should be followed by the organization, with guidance from the PMO, as projects are developed and executed across the organization.

Overview:

The aim of the conceptual project management framework for the Belize City Council is to provide a structured approach for the initiation, planning, execution, monitoring, and closure of city-led projects. This framework is designed to ensure that project activities are completed efficiently, and that they align with the Council's strategic objectives. The purpose of implementing this framework is to enhance the Council's ability to manage resources, mitigate risks, ensure quality, and improve communication among stakeholders. By adopting this

framework, the Belize City Council would be strengthening its commitment to deliver projects that meet the needs of the community and contribute to the sustainable development of the city.

Project Management Office Responsibility:

The Project Management Office, under the guidance of the City Administrator, will be responsible for the implementation and oversight of the conceptual project management framework. This approach ensures that all members of the project team, which can be made up of individuals from any department, are involved, thus promoting efficiency and effective use of public resources. The PMO will not function as a standalone entity, but rather as part of a cross-functional team, working together in a collaborative effort to achieve the Council's vision.

The following processes have been selected for implementation at their respective phases of the project lifecycle. They have been chosen for their simplicity, and ease of execution, while still providing significant improvements to the Council's project management capabilities.

By integrating these processes, the Council can achieve tangible results, enhancing overall efficiency and effectiveness in project management. These processes are designed to streamline workflows, improve resource allocation, and ensure successful project outcomes, ultimately contributing to the Council's ability to manage projects more effectively and deliver better services to the community.

CHART 6

Project Processes (self- produced)

Project Phase	Action	Description
Initiation	Project Selection & Feasibility	Identify potential project ideas from various sources such as community needs, council goals (manifesto), and stakeholder suggestions. Assess the feasibility based on resource availability, potential benefits, and alignment with the strategic plan.
	Stakeholder Identification	Identify key stakeholders including city officials, community members, and external partners. Engage them early to understand their needs, expectations, and potential contributions to the project.
	Develop Project Charter	Develop a project charter that clearly outlines the project's purpose, goals, high-level scope, key milestones, initial risks, and assumptions. This document serves as the foundation for project planning and execution.
Planning	Project Management Plan	Create a detailed project plan encompassing the project's scope, goals, deliverables, timelines, and budget. This plan should be comprehensive and serve as a roadmap for the entire project lifecycle.
	Develop WBS	Develop a WBS that breaks down the project into manageable tasks and activities. This helps in organizing work, assigning responsibilities, and tracking progress.
	Resource Allocation	Identify the necessary resources such as personnel, materials, and equipment, and finances. Allocate these resources effectively to ensure that they are available when needed.
	Risk Management	Conduct a thorough risk assessment to identify potential risks. Develop a risk management plan outlining strategies for risk mitigation, monitoring, and response.
	Communication Plan	Establish a communication plan detailing how information will be shared among stakeholders. This includes the frequency of updates, communication channels, and key points of contact.

Project Phase	Action	Description
Execution	Task Implementation	Execute project tasks as per the project plan. Ensure that deliverables are produced on time, within budget, and meet quality standards.
	Team Coordination	Manage and coordinate the project team to ensure effective collaboration. Address any issues or conflicts promptly to maintain team efficiency.
	Quality Management	Implement quality control measures, in accordance with ISO guidelines to ensure that project outputs meet the required standards and specifications. Conduct regular quality reviews and address any deviations.
Monitoring & Control	Track Progress	Monitor project progress against the project plan. Use performance metrics and key performance indicators (KPIs) to track achievements and identify areas needing attention.
	Reporting	Prepare and present regular progress reports to stakeholders. Highlight achievements, issues, and any deviations from the plan. Ensure transparency and keep stakeholders informed.
	Risk Management	Continuously monitor and manage project risks and issues. Implement mitigation strategies as needed and keep stakeholders informed of any significant changes.
	Control Budget	Track and manage project expenses to ensure adherence to the budget. Identify and address any financial deviations promptly to avoid cost overruns.
Closure	Verify that Deliverables have been met.	Ensure that all project deliverables are completed, approved, and handed over to the relevant stakeholders. Confirm that all project goals have been met.
	Project Review & Evaluation	Conduct a comprehensive project review to evaluate the project's success. Identify achievements, lessons learned, and areas for improvement.
	Documentation	Compile and archive all project documentation, including project plans, reports, and lessons learned. This information serves as a valuable resource for future projects.
	Stakeholder	Gather feedback from stakeholders to assess their satisfaction with the project outcomes. Use this

Project Phase	Action	Description
	Feedback	feedback to improve future project management practices.

The implementation of this conceptual project management framework is anticipated to bring significant benefits to the Belize City Council. By adopting a structured approach to project management, the council can expect improved efficiency in project execution, leading to timely and cost-effective delivery of projects. Enhanced stakeholder engagement and communication will foster better collaboration and support from the community and partners. Effective risk management and quality assurance processes will ensure that projects meet the required standards and mitigate potential issues. Regular monitoring and control will keep projects on track, preventing delays and cost overruns.

In the long term, the framework will support continuous improvement in project management practices, leveraging lessons learned from past projects to enhance future initiatives. Ultimately, this framework will enable the Belize City Council to achieve its development goals, contributing to the sustainable growth and well-being of the city's residents.

To ensure consistent application of the project management framework outlined above it will be essential for the BCC to operationalize standard project management templates. These documents, with time, should be tailored to the needs of the organization, and will serve as a guide to current and future project managers and teams, and will outline the elements required for planning and executing all Council projects. Appendices 7 and 8 provide the detailed project templates for a project charter as well and project management plan that have been provided by

the Project Management Institute.

The adoption of PM methodologies and their tools is an important factor that may increase the chance of project success. (Dufkova, 2023) By implementing this project management framework, the Belize City Council positions itself to better meet the needs of its community and deliver projects that have a positive and lasting impact on the city.

4.3 Proposal for the Creation of a PMO for the Belize City Council and its Characteristics

During each election cycle, mayoral and councillor candidates publish a manifesto outlining their party's vision for the development of the municipality. The current Belize City Council, elected in March 2024 and serving until February 2027, identified the replacement of key city bridges as a central priority. The Council also committed to rehabilitating 200 of the city's more than 700 streets, building on the 150 that were improved during the previous term. Additional priorities include hosting health clinics, restoring public spaces such as parks and basketball courts, improving public transportation, promoting economic development, and supporting various community engagement initiatives. Figures 3-5 below detail the manifesto of the current Council administration.

At the beginning of 2025, the Council held strategic planning sessions to review the manifesto and prioritize initiatives that could realistically be completed within the current term. Selected initiatives were then broken down into achievable goals, and detailed plans were developed for their implementation.

It has become increasingly clear, however, that a dedicated office is needed to manage more complex projects, such as the construction of a floating boardwalk along the Southern

Foreshore, the development of the Belize City App, and the maintenance and development of the city's drainage systems. These initiatives require focused oversight and cross-departmental coordination, which go beyond the capacity of functional or departmental managers who are already occupied with daily operational responsibilities.

While the manifesto outlines strategic goals and commitments, a PMO would provide the structure, methodologies, and oversight necessary to transform those goals into well-managed, tangible projects. A PMO would also ensure consistent reporting, tracking, and evaluation, supporting the efficient and transparent use of public funds. Given that most initiatives involve coordination across multiple departments, the responsibility for managing these interactions is best placed with a PMO, rather than dispersed among operational teams.

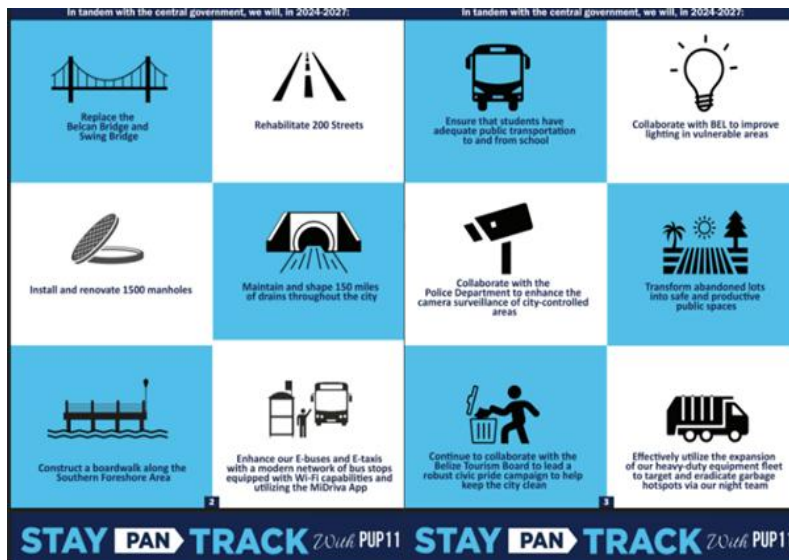
At the start of each administration, the PMO would conduct strategic sessions, similar to those held in early 2025, based on the current manifesto, to identify and prioritize the mayor's and councillors' key initiatives. From these sessions, the PMO would be responsible for developing and executing projects that directly support the manifesto's goals.

As with all Council operations, funding for the PMO would come from municipal revenue sources, including fees from traffic, trade, liquor licenses, and other services. Funding for specific projects would typically be allocated within the annual budgets of each department or through the PMO itself. However, larger and more complex projects may require additional resources, which could be sourced through partnerships and external funding. These sources include bilateral partners, such as the Republic of China (Taiwan), which is currently funding the Belcan Bridge Replacement Project, or the Government of Belize, which has co-financed several municipal initiatives. Additional funding could also come from loans or grants provided by international institutions such as the Inter-American

Development Bank (IDB), the Caribbean Development Bank (CDB), the European Union (EU), or the Green Climate Fund (GCF).

FIGURE 6

PUP Manifesto -Belize City Council Candidates 2024-2027 pg. 6-7



Note: This is a photo of pages 6 and 7 of the PUP Manifesto for its Belize City Council Candidates 2024-2027

FIGURE 7

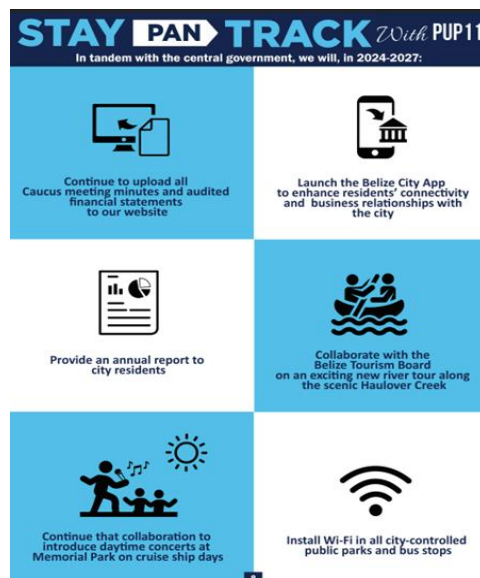
PUP Manifesto -Belize City Council Candidates 2024-2027 pg. 6-7



Note: This is a photo of pages 6 and 7 of the PUP Manifesto for its Belize City Council Candidates 2024-2027.

FIGURE 8

PUP Manifesto -Belize City Council Candidates 2024-2027 pg.8



Note: This is a photo of page 8 of the PUP Manifesto for its Belize City Council Candidates 2024-2027

The work of a PMO can be carried out in various ways. A Supportive PMO, for example, will operate more on a consultative basis, with very little control over how the projects are implemented. They support project implementation within the organization by providing training and information on the best practices and lessons learned from previous projects, and supplying the project team with relevant templates and tools to assist in managing the project.

At the other end of the spectrum lies a directive PMO, which ‘takes control of projects by directly managing them’ (PMI,2023). The level of control in this type of PMO is very high and depending on the size of the PMO and the frequency of which projects are implemented, project managers will be assigned to their respective projects, and report to the head of the PMO office. Somewhere in the middle lies a controlling PMO, which provides support while also requiring

the organization to comply with established policies and procedures. The level of control in PMOs of this type is lower than directive PMOs, but higher than supportive PMOs.

Other types of PMOs include Enterprise Project Management Offices (EMPOs), which create processes, project standards, and establish how projects are implemented across the entire organization. Departmental PMOs, support individual departments within the organization that are implementing multiple projects at the same time, and individual PMOs are developed to support and manage the implementation of a single project.

While the Belize City Council has implemented its fair share of projects, there has, in recent years, been an increasing demand for improving the status quo. Following a review of the Council's level of project management maturity, and the need to align project with the organizational strategy, it was determined that the Belize City Council's PMO should be established in the form of an enterprise project management office (EPMO).

Oversight for the Council's EMPO will be the responsibility of the City Administrator; this placement within the organizational structure solidifies the Council's commitment to ensuring that executed projects are aligned with its strategic objectives. In addition to selecting the most appropriate organizational structure, a high-performing team (HPT) is critical for developing a successful EPMO. Members of the HPT are highly skilled employees who can act in various capacities. There will be clear processes and responsibilities that provide a roadmap for team members to work at their best, be sound decision-makers, and solve conflicts in an efficient manner. The Council's EPMO will be designed to be an enabling environment in which individual members feel confident enough to express their ideas, even when they differ from the rest of the team. (Anantatmula & Rad, 2013). In addition to the characteristics described above,

Chart 7 below, provides a description of the responsibilities that will be built in to the Belize City Council's Project Management Office.

Chart 7

PMO Responsibilities (*self-produced*)

No.	Responsibility	Description
1	Strategic Management	<ol style="list-style-type: none"> 1. BCC's PMO will be responsible for enhancing the strategic plan based on manifesto promises of the mayor and councillors. 2. The PMO will make recommendations to restructure the Council's portfolios, programs, and projects to ensure that they are aligned with the strategic plan.
2	Portfolio Management	<ol style="list-style-type: none"> 1. The PMO will be responsible for working with the mayor and councillors to ensure that respective portfolio assignments and projects align with their objectives for the development of Belize City.
3	Project Governance & Process Analysis	<ol style="list-style-type: none"> 1. The BCC's PMO Office will be responsible for developing and strengthening the organization's project governance processes. 2. The PMO will also be responsible for implementation and compliance of the newly developed project processes, across the organization.
4	Benefits & Value Management	<ol style="list-style-type: none"> 1. Work with the mayor, councilors, and City Administrator to ensure benefits realization in project, portfolio, and program management across the organization.

No.	Responsibility	Description
5	Communication & Stakeholder Management	<ol style="list-style-type: none"> 1. While day-to-day communication with relevant stakeholders will be the responsibility of the PMO, they will also work with the Council's public relations department to ensure the development of a communications plan for each project. 2. The PR department will also assist in disseminating relevant project related information to the public and other vital partners through the use of press releases, social media campaigns, project conferences, and launch events.
6	Information & Knowledge Management	<ol style="list-style-type: none"> 1. Foster a collaborative environment where experiences and feedback can be freely shared among colleagues. 2. Develop detailed processes for data collection and knowledge sharing in respect to city-led projects. 3. Identify opportunities for professional development in project management across the organization through scheduled training sessions, where case studies are reviewed, and project environments are simulated where possible.
7	Performance Management	<ol style="list-style-type: none"> 1. In addition to project related tasks, the PMO will be responsible for establishing organizational KPIs based on the strategic plan and the annual work plans for individual departments within the Council. 2. Responsible for leading the charge in increasing organizational performance by providing strategic support to departments as needed.
8	Finance Management	<ol style="list-style-type: none"> 1. Establish policies for the management of project finances and ensure that they are differentiated from the Council's operational funds.

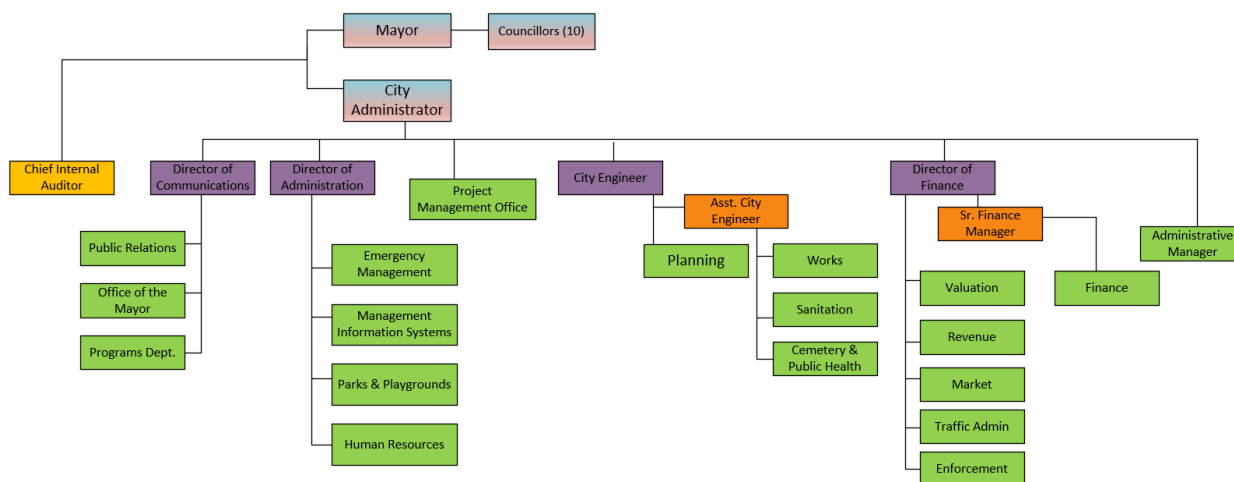
No.	Responsibility	Description
		<ol style="list-style-type: none"> 2. Ensure that management of the project's finances are carried out in accordance with the financial orders and established best practices.
9	Change Management	<ol style="list-style-type: none"> 1. Establish change control processes and protocol to effectively identify, monitor, and deliver necessary project changes.
10	Resource Management	<ol style="list-style-type: none"> 1. Identify the skills needed to effectively manage the PMO and all city-led projects. 2. Work with the Council's Human Resources department to ensure an efficient recruitment process to fill any vacancies that may arise in respect to any project or the PMO in general. 3. Work with the Human Resources Department to identify project-related opportunities for professional development, including training and annual performance reviews for employees in the PMO and across the organization.
11	Risk Management	<ol style="list-style-type: none"> 1. The BCCs PMO would be responsible for ensuring that all project related information is accurate and remains current, allowing the project team to effectively identify and mitigate project-related risks.

Organizational systems play an integral role in defining responsibility, accountability, and authority within an organization. Understanding this dynamic is especially important when implementing projects, since outcomes and deliverables are expected to be achieved by operating within the established organizational environment. The introduction of a PMO, would provide

the Belize City Council with an opportunity to enhance operational performance, and lead to improved project outcomes, increased efficiency, and accountability across the organization.

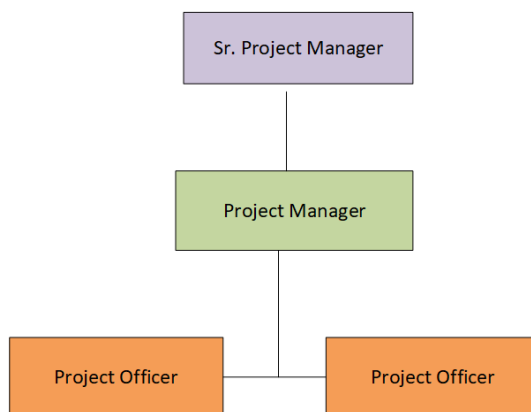
An organizational structure is “ the framework of the relations on jobs, systems, operating processes, and people, making efforts to achieve goals.” (Ahmady et al., 2016) A poorly designed organizational structure can lead to uncertainty, lack of accountability, and confusion among members of the team. The PMI has defined a PMO as an organizational structure that standardizes project processes and facilitates the sharing of resources, methodologies, tools, and techniques (PMI, 2023). It is proposed that the Belize City Council’s Project Management Office fall directly under the purview of the City Administrator, who as previously mentioned, is the organization’s Chief Executive Officer, and Chief Accounting Officer.

FIGURE 6
Organizational Chart



The proposed PMO for the Belize City Council will be comprised of a Sr. Project Manager, who will act in the capacity of an associate director. Other positions in the department will include the roles of Project Manager, Project Coordinator, and Project Assistant. The organizational structure for the proposed PMO at the Belize City Council can be seen in figure 7 below.

FIGURE 7
PMO ORGANOGRAM



Implementing a Project Management Office with the characteristics and organizational structure described above, will significantly increase the Council’s ability to implement projects more efficiently. This structure will improve accountability within the organization and provide stability when carrying out project-related directives.

4.4. Roles & Responsibilities within the Belize City Council’s PMO

In their book, *Project Management Roles & Responsibilities*, Crawford et al. candidly explained, “Better project management is carried out by better project personnel” (Crawford et al., 2004). They asserted that projects fail mostly due to issues in project management rather than technical ones. Based on these claims, we can conclude that in addition to several other factors, project success depends on ensuring that the right personnel are in place.

When developing the key roles within the proposed PMO for the Belize City Council, the following positions were identified:

Sr. Project Manager

The Sr. Project Manager will be responsible for leading the development and performance of project managers at the Belize City Council. They will also be responsible for assigning project managers to city-led projects, as the needs of the organization continue to evolve. This individual will oversee project activities ensuring that critical tasks are carried out within established timelines, ensure that the policies and procedures of the organization are followed at all times, especially as it relates establish project management methodologies, participate in project planning as needed, effectively communicate the objectives and expected outcomes of projects to the respective project managers, and serve as an advisor to the City Administrator on matters related to the Council's strategic plan.

The Sr. Project Manager will be required to have a master's degree in project management, Business or Public Administration, and five to eight years of experience in managing people and projects. A bachelor's degree in the above-named disciplines and a PMP or other project management certification along with eight to ten years of relevant experience is also acceptable.

Project Manager

The Belize City Council's project manager will report to the Sr. Project Manager and be accountable to the City Administrator. They will be responsible for managing city-led projects and ensuring that they are completed within the allocated budget and established timelines. The Core duties and responsibilities of the project manager will include identifying the project scope, planning, documenting, and assigning project tasks, managing project resources, leading stakeholder communication, and effectively addressing project roadblocks and risks.

The Project Manager will work along with the Sr. Project Manager and City Administrator to lead efforts in implementing the Council's strategic plan across the organization, especially as it relates to projects. They will guide project processes, and work to remove any barriers that may arise throughout the life cycle of all city-led projects.

The successful candidate for the project manager role should possess a minimum of a bachelor's degree in project management, Business Administration, Public Administration, or related field, and have at least 3 years' experience as a project manager. Additionally, the ideal candidate would possess certification from a recognized professional project management organization.

Project Officer

The purpose of the project coordinator at the Belize City Council would be to assist the project manager in managing city-led projects. They are to assist in defining project scope, developing project plans, estimating timelines and budgets, and working to ensure that Council projects are completed within established timeframes and budgets. They are also to assist in managing stakeholder communication and ensuring that quality requirements are met.

Core duties of the Belize City Council's Project Coordinator will include, monitoring project developments and timelines, ensuring that any changes to the project are implemented as needed, inline with established change management guidelines, and under the direction of the project manager. They are to review internal and external communication activities related to city-led projects, support in the development of project plans, schedules, budget, and other project-related documents. The Project Coordinator is responsible for coordinating the logistics for all project-related conferences, meetings, workshops, and training sessions.

Additional duties for this role will include ensuring that all Council protocols are followed in the execution of their duties, reporting to work immediately in the event of a disaster, acting in the capacity of project manager as needed, and ensuring that professionalism is displayed in carrying out their duties. Qualifications for this role include possession of a Bachelor's Degree in Project Management, Business Administration, or a related field, along with 3 years' experience in the field of project management. The successful candidate will report to the Project Manager and will be accountable to the Sr. Project Manager.

Project Assistant

Lastly, the purpose of the project assistant is to provide support to the project coordinator and project manager by contributing to the delivery of all city-led, project-related activities. The project assistant will report to the project manager and will be accountable to the Sr. Project Manager.

The duties and responsibilities of the project assistant will include assisting in the development of project plans, schedules, and budgets, assisting in the identification and procurement of project resources, recording, updating, and organizing all project-related files such as meeting minutes, project plans, and reports. The project assistant will also assist in the preparation and dissemination of project-related communications, scheduling and providing logistical support for team meetings, and project-related events. In addition to the above, the project assistant will provide general administrative support to the PMO and will be responsible for ensuring that all council policies and procedures are followed when carrying out their assigned duties.

The successful candidate will be required to possess an associate's degree in project management, business administration or a related field, and at least 2 years' experience working in the field of project management or as an administrative assistant.

Having the right team in place will ensure that all necessary skills, experience, and expertise are in place, thus enabling efficient problem solving. When team members are properly aligned with their roles and responsibilities, tasks are completed more effectively and within deadlines. This leads to improved decision-making, higher quality of work, and better communication and collaboration among the team. The right team enhances project outcomes and ensures that projects are completed on time and on budget.

4.5. Integrating Sustainability and Regenerative Development Principles into city-led projects.

The effects of climate change, whether realized or not, have been a major concern for much of the world's population over the last few decades. To address these issues, there has been a global effort to promote sustainable development. This approach to economic growth and development seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs, (Green Project Management, 2024). Members of the United Nations (UN) have ambitiously established seventeen (17) sustainable development goals which they wish to attain by 2030. Several UN agencies, in partnership with member states and other stakeholders have turned to project management in order to achieve these goals. Beyond sustainability, the concept of regenerative development was also developed; its practices actively incorporate restoration and improvement of the natural systems upon which society depends, into

its project processes. This approach aims to repair and revitalize ecosystems rather than simply using them in a sustainable way.

Green Project Management asserts that “in order for a project to be sustainable, the focus must be placed on value creation. Project requirements and constraints must include mitigation of negative environmental, social, and economic impacts while achieving the objectives of the desired project “, (Green Project Management, 2024).

Following the principles of sustainable and regenerative project management will allow the Belize City Council to enhance the success of its projects and bring the organization into alignment with its sustainability goals. The principles of sustainable project management include commitment and accountability, ethical and responsible decision-making, integrated, transparent, and inclusive governance, principles and values-based development, social and ecological equity, and economic prosperity, (Green Project Management, 2024). In working towards its vision for all Belize City residents to live in a modern, clean, and secure environment that offers opportunities for all, the Belize City Council can integrate sustainable and regenerative development by aligning its projects with the principles of sustainable development as described below.

Commitment & Accountability

By recognizing the fundamental rights of residents to live in a healthy, clean and safe environment, and including it in their vision for Belize City, the Council has already made a commitment to develop the city in a sustainable manner. Building upon this commitment is crucial, therefore the Council and their electorate must hold themselves accountable by ensuring equal opportunities, fair compensation, ethical procurement, and adherence to the rule of law. One example of how the Council has already demonstrated its willingness to be held accountable

is the documentation of its Regular Council Meetings, which is readily accessible to the public. While the minutes of each project-related meeting may not be shared publicly, there should be reports prepared at periodic intervals throughout the lifecycle of ongoing city-led projects. The reports are to include a description of the matters discussed in project meetings, decisions made, actions to be taken, and an update on the project's performance, i.e., is it within budget, and on schedule?

Ethical & Responsible Decision-making

Prior to initiating each project, the Belize City Council's project managers and their teams should conduct an assessment to identify any potential negative effects of project activities. The results of this assessment can inform decisions to ensure that project actions contribute positively to society and the environment. Prioritizing the identification, mitigation, and prevention of both short- and long-term negative impacts is essential, and the P5 Impact Assessment (P5IA) from Green Project Management (GPM) is a valuable tool for carrying out this exercise. It can guide informed decision-making to lessen or mitigate negative effects resulting from project implementation, (Green Project Management, 2024).

The results of the impact analysis should then be incorporated into a sustainability management plan (SMP) to enhance documentation and guide the Council's approach to sustainability for each project. GPM's SMP template can be found in *Appendix 5* below.

Integrated, Transparent & Inclusive Governance

Another avenue through which sustainable project management can be incorporated by the Council's PMO is through the promotion and inclusion of economic, social, and environmental considerations in all aspects of project governance. The P5IA would also be

useful for identifying areas in which other groups or individuals would be affected by the project. It is crucial to consult with stakeholders and keep them abreast of project developments from the onset to ensure transparency and accountability in decision making, and to foster trust through open communication and comprehensive reporting, (Green Project Management, 2024). It is important to consult the public and other stakeholders in various sectors to achieve sustainability outcomes that are inclusive of diverse perspectives and needs (Green Project Management, 2024).

Principles & Values-based Development

Embracing sustainable practices in project management is crucial for the Council's success in attaining their vision for Belize City. Principles and Values-based Development emphasizes the need to conserve and enhance natural resources by focusing on regenerative development, and the responsible use of project resources and technologies. In this regard, the Council's PMO should ensure that city-led projects respect ecological limits and foster the regeneration of ecosystems, where possible. Development practices are to prioritize sustainability, resilience, and the well-being of future generations, (Carboni, 2023).

The Council's PMO can implement this principle by developing project requirements that emphasize the need for procuring goods and services in a sustainable manner. This may initially require additional groundwork for the project team, but as the PMO develops and relationships with vendors and other service providers become more clearly defined, project teams will be able to depend on these existing relations for future projects. Other ways for the Council to apply this

principle include energy efficiency and limiting the volume of waste created as a result of project activities.

In addition to an e-taxi initiative, the Council's participation in the Towards Low Carbon Transport Project, which is being funded by the European Union (EU) and administered by UNDP, has demonstrated its commitment to improving the public transportation system in Belize City while promoting sustainability using low carbon modes of transportation.

Establishing a PMO would allow the Council to have a team dedicated to the incorporation of sustainable and regenerative practices in project implementation while simultaneously managing daily operations.

Social & Ecological Equity

Due to its geographical location, Belize City is particularly vulnerable to the effects of climate change such as rising sea levels and increasingly frequent and intense tropical weather systems. As the largest municipality in a developing country, Belize City's population includes many vulnerable groups—migrants, women, children, persons with disabilities, and the elderly—living in low-lying coastal areas susceptible to flooding.

To mitigate these risks, the Council should prioritize projects that advance social and ecological equity. Focusing on the needs of marginalized and vulnerable communities will ensure that project efforts contribute to reducing inequality and enhancing resilience against environmental and social challenges. Improving the lives of Belize City residents is at the heart of the Council's vision and engaging with vulnerable communities, and other stakeholders about

their specific needs, throughout the life cycle of city-led projects, ensures that project benefits are maximized both for the environment and those who need it the most, (Carboni, 2023).

Economic Prosperity

It is the Belize City Council's responsibility to ensure that projects being implemented by the city will meet the needs of current and future generations. Implementing a PMO would allow this responsibility to be addressed by the organization with guidance from the project team, and support from the City Administrator. These parties should work together to develop fiscal strategies that balance the immediate needs of stakeholders with the long-term sustainability objectives of future generations. The Council should promote inclusive economic prosperity that is resilient, and aligned with sustainable development principles, ensuring that growth contributes positively to social and environmental well-being, (Carboni, 2023).

Applying the principles of sustainable development and actively incorporating regenerative practices into city-led projects will build upon the Council's successes over the past several years. These strategies will enhance the Council's capacity to implement successful projects that not only minimize negative environmental impacts but also aim to restore ecosystems degraded by previous generations. By prioritizing sustainability and regeneration, the Council can create projects that contribute to environmental health, economic vitality, and social well-being, thus fostering a more resilient and equitable community for all residents.

4.6. A Guide for Implementing Belize City Council's PMO

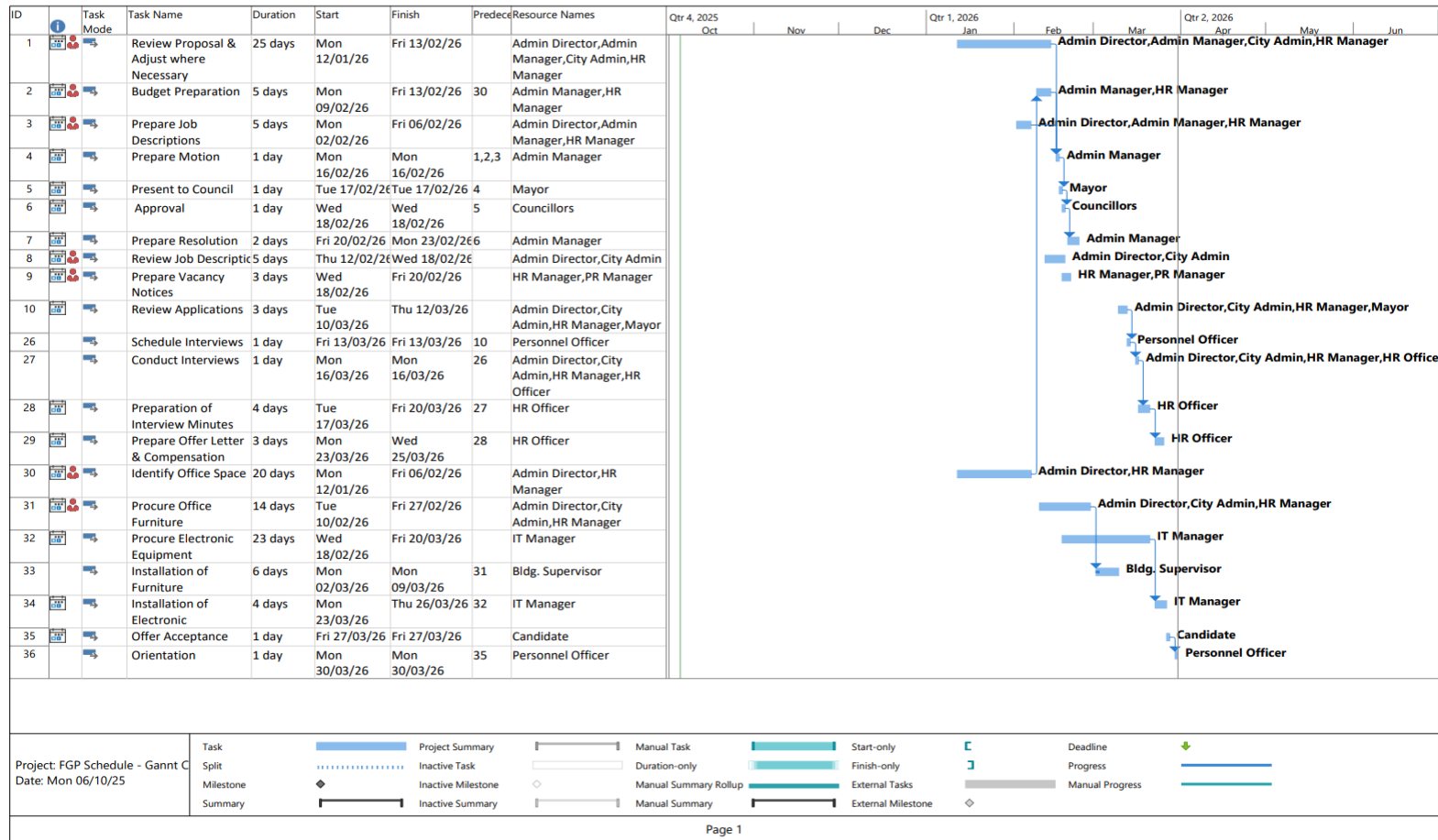
Tawse and Tabesh compared strategy implementation to the preparation of a grand feast. They explain that the final result requires more than just a great recipe. "It takes high quality ingredients, the right equipment, and a capable team of chefs, sous-chefs, and servers working well together; all critical elements involved in the preparation and service (i.e., execution) of the meal."(Tawse & Tabesh, 2021) An implementation plan provides a roadmap or bird's eye view

of a project's variables. It enables the project team to visualize the steps necessary to achieve desired project outcomes, identifies personnel responsible for each task, and estimates the timeframe and resources needed to complete each task.

The Gantt Chart is one of the most commonly used project implementation tools .
“Named after American engineer Henry L. Gantt, Gantt charts are essentially bar charts in which the bars represent activities (tasks) in a specific process.” (Bianconi, 2024) Gantt charts are easy to read and allow project teams to visualize each project activity, as well as the estimated duration of the entire project from start to finish. (Bianconi, 2024)

The PMO implementation plan below serves as a comprehensive guide to ensure that the Council has all the personnel, tools, and resources needed to successfully execute its objective of instituting a PMO within the organization. The structured approach of the implementation plan ensures that all team members are aligned, resources are strategically allocated, and tasks are completed in a timely manner.

Figure 11
Implementation Plan/Schedule



To ensure successful implementation of the Council's PMO, a thorough review of the PMO proposal must be conducted by the Policy Committee, which is comprised of members of the Council's management team. This team includes the Human Resources Manager, Director of Administration, City Administrator, Deputy Mayor, and Administrative Manager.

During the review process, the Policy Committee must ensure that the proposal aligns with the Council's strategic plan. In this context, the PMO is viewed as a means to an end, i.e., it will support the Council in achieving the goals outlined in its strategic plan.

Throughout and following the review, committee members must also ensure that a comprehensive budget is developed. This budget should include costs related to equipment and furniture, as well as compensation packages for the new positions being created. At this stage, job descriptions for each new role will be finalized.

Once the review is complete, a motion will be prepared for presentation at the next Regular Council Meeting. The Mayor will table this motion, and the Mayor and Councillors will debate the merits of establishing a PMO and decide whether it is in the city's best interest.

If the motion is approved, a Council Resolution will be prepared, and the Human Resources Department will be instructed to proceed with the organizational restructuring to incorporate the PMO. Job descriptions will be reviewed once again, and vacancy notices will be prepared and publicized for a two-week period. After the application deadline, submissions will

be reviewed, and interviews will be scheduled for qualified candidates. The interview outcomes will be documented and submitted for final review by the Mayor and City Administrator.

Simultaneously, the implementation team will coordinate with the Finance, MIS, and Works Departments to procure and install furniture, electronic equipment, and other essential resources for the new department.

Once candidates have been selected, their compensation packages will be finalized and formal offers of employment will be issued. Upon acceptance, each candidate will receive their appointment date. On their first day of employment, new project staff will participate in an orientation session, typically facilitated by the Personnel Officer in the HR Department.

Given its technical mandate, the newly established PMO will require an initial onboarding period to conduct a comprehensive appreciative analysis of past, ongoing, and future Council projects. This assessment will evaluate existing project management practices, identify gaps, and provide project specific recommendations to align future initiatives with recognized project management standards and best practices.

5 CONCLUSIONS

Following the guidance provided in this paper will provide the Council with a firm foundation upon which to establish their PMO. To gain the support of the Mayor and Councillors in implementing the PMO, they must first be made to understand the benefits it could bring to the organization. Once support has been garnered and approvals given to proceed, management will work along with the City Administrator and the HR Department, to finalize the recruitment of personnel to fill the posts being created. This includes finalizing job descriptions and compensation packages, issuing vacancy notices, scheduling and conducting interviews with short-listed applicants, and making recommendations for the appointment of successful candidates.

While these processes are occurring, the implementation team will also be responsible for ensuring that an appropriate space is designated for the department, and that the necessary resources are allocated and provided accordingly. Proper placement of the PMO within the Council's organizational structure ensures support from top management and the board, i.e. the Mayor and Councillors. This support increases the likelihood of success for both the PMO and the Council.

Recruiting suitably qualified candidates and appropriately assigning roles and responsibilities leaves little room for ambiguity and ensures accountability and compliance not only within the PMO, but across the organization.

The PMM assessment conducted determined that while the Council utilizes a few existing project practices, there is room for significant and consistent improvement. It is believed that the Council's best solution to addressing the challenges being faced, because of improper project planning and implementation practices, is by implementing a PMO office that follows the

processes and procedures outlined in this document. Beyond following the guidelines presented herein, continuous improvement and capacity building is needed. This will allow the Council to remain competitive and to pave the way for other municipalities to follow suit, thus realizing increased benefits for their organizations, the citizenry, and the planet.

6 RECOMMENDATIONS

To streamline the process of implementing a Project Management Office (PMO) at the Belize City Council, the following recommendations are being proposed to the City Administrator:

1. **Present a Compelling Case:** Applying the ADKAR model of change management may be the most appropriate way to implement this change. In garnering support for the initiative, the City Administrator, should make a compelling presentation to the Mayor and Councillors, using visuals and case studies to demonstrate the necessity and benefits of establishing a PMO. This presentation should highlight potential cost savings, improved project timelines, and alignment with the organization's strategic objectives.
2. **Select and Empower Qualified Candidates:** It is essential to select the most qualified candidates to fill PMO positions. These individuals should be empowered to make recommendations and hold others accountable for adhering to established project procedures. This empowerment is critical to ensure that the PMO can effectively drive project success and organizational improvement.
3. **Conduct Initial Assessment:** Upon appointment of the PMO team, they should review the results of the PMM assessment in this proposal and perform a re-assessment to provide an updated evaluation of the Council's project management capabilities. This includes reviewing the existing project management framework, organizational tools, and templates.

The team should familiarize themselves with the project environment to understand its dynamics and nuances before diving into any project activities.

4. **Strategic Project Selection:** The PMO should guide the Council in selecting projects that incorporate sustainable and regenerative practices. This includes procuring sustainable resources, reducing waste from project activities, and promoting regenerative principles through city-led projects. By doing so, the Council can ensure that its projects contribute positively to environmental sustainability and community well-being.
5. **Thorough Initiation and Planning:** The initiation and planning phases are crucial to project success. These phases should be executed meticulously, with the development of detailed project charters, work breakdown structures (WBS), and other planning documents to ensure clear objectives and structured approaches.
6. **Effective Monitoring and Evaluation:** Monitoring and evaluation are vital for measuring project success. These processes enable the Council to learn from each project and apply lessons learned to future initiatives, thus continuously improving project management practices.

By implementing these recommendations and ensuring that the right people are in place to execute the tasks, the Belize City Council can significantly enhance its project management capacity. This will lead to more efficient project execution, better resource management, and successful project outcomes that align with the Council's strategic objectives. Following these steps will result in greater benefits to the residents of Belize City, who are ultimately the most important stakeholders.

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

This proposal for the implementation of a PMO at the Belize City Council poses to have a significant impact on the way that the Council approaches project execution. This will be done mainly through the inclusion of PMO guidelines which conform to standards of the P5 Impact Analysis developed by Green Project Management. These include standards for the planet, people, prosperity, peace, and partnerships (GPM P5 Standard for Sustainability in Project Management, 2023).

As evidenced by their motto, “Always ‘bout the People”, people are at the heart of the Council’s work. The PMO would ensure that maximum benefits for the city and its residents are realized in future Council projects. Furthermore, improved resource management would allow the Council to increase the number of projects, thereby accelerating the rate at which the lives of residents and those who conduct business in Belize City would be improved.

Through the newly established PMO and its project guidelines, the Council would have strengthened its commitment to incorporating sustainable practices and materials into its project development strategies. This reemphasizes the planetary considerations of the P5 analysis and strengthens the Council’s capacity to promote sustainable and regenerative initiatives. Although development projects may not always have tangible, beneficial environmental impacts, they should pave the way for environmental benefits to be realized as they become a part of the Council’s regular operations.

Another consideration is the partnership aspect of the P5 Analysis. Established PMO guidelines would necessitate collaboration among the organization’s stakeholders to ensure that

projects have the highest probability of success. This could be in the form of collecting data through questionnaires, focus groups, community consultations, and other avenues. Public-Private-Partnerships will also play a crucial role in this aspect, building upon the Council's current PPP portfolios in areas such as social engagement programs, and infrastructure development initiatives.

By prioritizing people, planet and partnerships, compliance with the peace and prosperity parameters will surely follow. Although the population of Belize City is only about 60,000 people, crime is rampant. If people have the opportunity to receive gainful employment, live in a clean environment, they are less likely to be perpetrators of crime, thus resulting in a more peaceful community. The impact analysis for the PMO proposal is outlined below:

Chart 9

P5 Impact Analysis

Adopted from Green Project Management

People Impacts	Initial Score	New Score	Change
Labor Practices and Decent Work	2.4	4.5	-2.1
Society and Customers	2.6	4.5	-1.9
Human Rights	2.6	4.5	-1.9
Ethical Behavior	2.4	4.1	-1.7
Overall People Score	4.4		
Planet Impacts	Initial Score	New Score	Change
Transport	2.8	4.0	-1.2
Energy	2.3	3.5	-1.2
Land Air, and Water	2.0	3.5	-1.5
Consumption	2.3	3.4	-1.1
Overall Planet Score	3.6		
Prosperity Impacts	Initial Score	New Score	Change
Project Feasibility	2.5	4.75	-2.25
Business Agility	3.3	4.6	-1.3
Local Economic Impact	2.4	4.466666667	2.0666667

People Impacts	Initial Score	New Score	Change
Overall Prosperity Score		4.6	
Overall Project P5 Score		4.2	

Note: Adopted from Green Project Management

The initial scores for the impact analysis were derived as a measure of the BCC's current project implementation performance in the categories specified, whereas the new scores are an estimate of the projected performance if a PMO were to be established at the Council.

The overall P5 Analysis score of 4.2 indicates a strong performance. This score reflects a well-rounded and effective approach to project implementation within the Council. The score suggests that the Council is poised to strengthen its commitment to sustainable and regenerative practices in its project execution, though there may still be areas for further refinement. Moving forward, focusing on these areas could help in achieving even greater effectiveness and efficiency, further enhancing the Council's performance. Overall, the score is a positive indicator of progress and capability, offering a solid foundation for continued growth and improvement. For example, while the Council currently places great emphasis on its social infrastructure agenda, there is still room for improvement in respect to sustainability metrics.

Implementing a PMO within the BCC would increase the beneficial impact on people, prosperity, and the planet, though as a municipality within a developing nation, much of this progress will rely on the availability of resources.

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APPENDICES

Appendix 1: FGP Charter

CHARTER OF THE PROPOSED FINAL GRADUATION PROJECT (FGP)

1. Student name

Carissa Casanova

2. FGP name

Proposal for the Establishment of a Project Management Office for the
Belize City Council

3. Application Area (Sector or activity)

Local Government

4. Student signature



5. Name of the Graduation Seminar facilitator

Roger Valverde

6. Signature of the facilitator

7. Date of charter approval

8. Project start and finish date

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9. Research question

How can the implementation of a Project Management Office at the Belize City Council be beneficial in achieving the Council's vision for Belize City?

10. Research hypothesis

The implementation of a Project Management Office at the Belize City Council will improve organizational efficiency in carrying out projects and significantly enhance the Council's ability to realize its vision of having all residents live in a modern, clean, and secure environment.

11. General objective

General objective: To develop a proposal for the establishment of a Project Management Office (PMO) for the Belize City Council to implement projects more effectively and efficiently.

12. Specific objectives

Specific objectives

1. To conduct an assessment to determine the current level of project management maturity in the Belize City Council.
2. To define a conceptual project management framework for the development of project initiatives in the Belize City Council.
3. To propose the creation of a PMO for the development of project initiatives in the Belize City Council and the characteristics it will have (optimal placement of the PMO within the organizational structure to ensure maximum effectiveness and its interactions with other departments, level of authority and decision-making power).
4. To define the roles and responsibilities within the Belize City Council's PMO to ensure accountability in the execution of organizational projects and the general aspects of a project management methodology it

will apply to project initiatives.

5. To determine how the Belize City Council's PMO can integrate sustainability and regenerative principles into the projects it implements to align with organizational sustainability goals.
6. To create an extensive implementation plan in an effort to guide the establishment of a Project Management Office within the Belize City Council.

13. FGP purpose or justification

The Belize City Council faces significant challenges due to limited resources. In addition to managing day-to-day operations, the Council's staff often take on the responsibility of delivering project outcomes. However, collaboration across multiple teams can sometimes lead to unclear leadership within projects, resulting in miscommunication, delays, and budget overruns.

Thus, the purpose of the Final Graduation Project is to demonstrate the need for and guide the development of a Project Management Office within the Belize City Council. The Council frequently undertakes projects whose objectives align with its organizational strategy, its mission and vision. A proposal of this nature would provide a roadmap for the Council to enhance accountability and efficiency in project delivery. Centralizing project management functions also allows the Council to streamline processes, standardize methodologies, and ensure consistent project execution. This would lead to better resource allocation, reduced duplication of efforts, improved project tracking, and will ensure that projects are completed on time and on budget.

One of the Council's main priorities has been to invest in initiatives that are projected to yield a reasonable return on investment. This strategy will lower the Council's reliance on seasonal income and stabilize its revenue generating capacity. The proposal will demonstrate the ability of a PMO to enable data-driven decision making, leading to better investment choices, and improved financial stability.

1. Proposal for the Establishment of a Project Management Office (PMO) at the Belize City Council.
 - 1.1 Graduation Seminar (FGP Development)
 - 1.1.1 Project Charter
 - 1.1.2 Work Breakdown Structure (WBS)
 - 1.1.3 Theoretical Framework
 - 1.1.4 Methodological Framework
 - 1.1.5 Annexes
 - 1.1.5.1 Bibliography
 - 1.1.5.2 Schedule
 - 1.2 Tutoring
 - 1.2.1 Tutor Assignment
 - 1.2.2 Initial Tutor Review
 - 1.2.2.1 Tutor Feedback
 - 1.2.3 Rework (Edits/Corrections)
 - 1.2.4 Tutor Review
 - 1.2.4.1 Tutor approval
 - 1.3 Review
 - 1.3.1 Reviewer's Assignment Request
 - 1.3.1.1 (2) Reviewers Assigned
 - 1.3.2 Review Conducted
 - 1.3.2.1 Reviewer's Report
 - 1.4 Editing
 - 1.4.1 Updated FGP
 - 1.4.1.1 Introduction
 - 1.4.1.2 Theoretical Framework
 - 1.4.1.3 Methodological Framework
 - 1.4.1.4 Results
 - 1.4.1.5 Conclusions
 - 1.4.1.6 Recommendations
 - 1.5 Presentation to Board of Examiners

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

15. FGP budget

Item Description	Unit	Cost per Unit	Total
Subscriptions	5	\$60.00	\$300.00
Software Suit	1	\$300.00	\$300.00
Printing	150	\$0.10	\$15.00
Binding	150	\$1.50	\$225.00
Electronic Equipment	1	\$2,000.00	\$2,000.00
Transportation	15	\$3.00	\$45.00
Grand Total			\$2,885.00

16. GP planning and development assumptions

1. Relevant information on previously executed projects is available (budgets, timelines, actual costs, etc.)
2. Management will be open to considering the PMO proposal.
3. There will be no interruptions or setbacks, allowing the project to be completed within the scheduled timeframe.
4. The Belize City Council has the necessary resources to implement a PMO.

5. The proposal is being developed by someone qualified to conduct the initial assessment and develop the project management framework.

17. FGP constraints

Limiting factors which limit the student in charge of the FGP for its fulfillment. Might be related to time, cost, scope, quality. Describe at least four constraints.

1. The FGP must be completed within 3-4 months.
2. The proposal must be completed within the designated budget.
3. The proposal must be tailored to the specific needs and capacity of the Belize City Council.
4. Limited access to peer reviewed journals and scholarly articles relating to the topic at hand.

18. FGP development risks

1. Inadequate documentation of past projects may lead to an inability to effectively demonstrate the benefits a PMO could have within the organization.
2. Medical Emergency or the impacts of a Natural Disaster may impede ability to meet established deadlines.
3. Denied request for access or sharing of confidential information may inhibit the ability to accurately assess the current project implementation practices of the organization.
4. Limited experience with PMO and projects in general may reduce the credibility of the recommendations made in the proposal.

19. FGP main milestones

Deliverable	Finish estimated date
1.1 Graduation Seminar	19.8.24
1.1.1 FGP Charter	19.8.24
1.1.2 WBS	29.7.24
1.1.3. Theoretical Framework	1.8.24
1.1.4 Methodological Framework	8.8.24
1.1.5 Annexes	19.8.24
1.2 Tutoring Process	28.11.24
1.2.1 Tutoring Assignment	6.9.24
1.2.2 Revision of Work	15.9.24
1.2.3 Results	17.9.24
1.3 FGP Review	30.11.24
1.3.1 Reviewer's Report	30.11.24
1.4 Editing	10.12.24
1.5 Presentation to Board of Examiners	12. 15.24

20. Theoretical framework

20.1 Estate of the “matter”

The Belize City Council was established to manage the affairs of the municipality by providing services such as garbage removal, park, cemetery, and market management and maintenance, traffic management, and others. In addition to these basic services, the Council undertakes extensive community engagement activities and projects to guide the development of the city in line with its mission and vision. Without an established project management office, the Council relies on project teams created as needed to juggle their operational tasks in addition to carrying out project responsibilities. Personnel are often working long hours to meet the demands of the Council's various projects; implementing a PMO within the Council would significantly improve project outcomes and align projects with the council's strategic objectives. By leveraging established theories and frameworks, the PMO can enhance project management practices, foster a culture of continuous improvement, and deliver value to the community, who are ultimately the most important stakeholders.

20.2 Basic conceptual framework

List of the basic concepts to be included in the document.

- Background Information on the Belize City Council
- project Management concepts
- Project Management Domains
- Project Management approaches
- Project Lifecycle
- Project Management Office
- Project Manager

21. Methodological framework

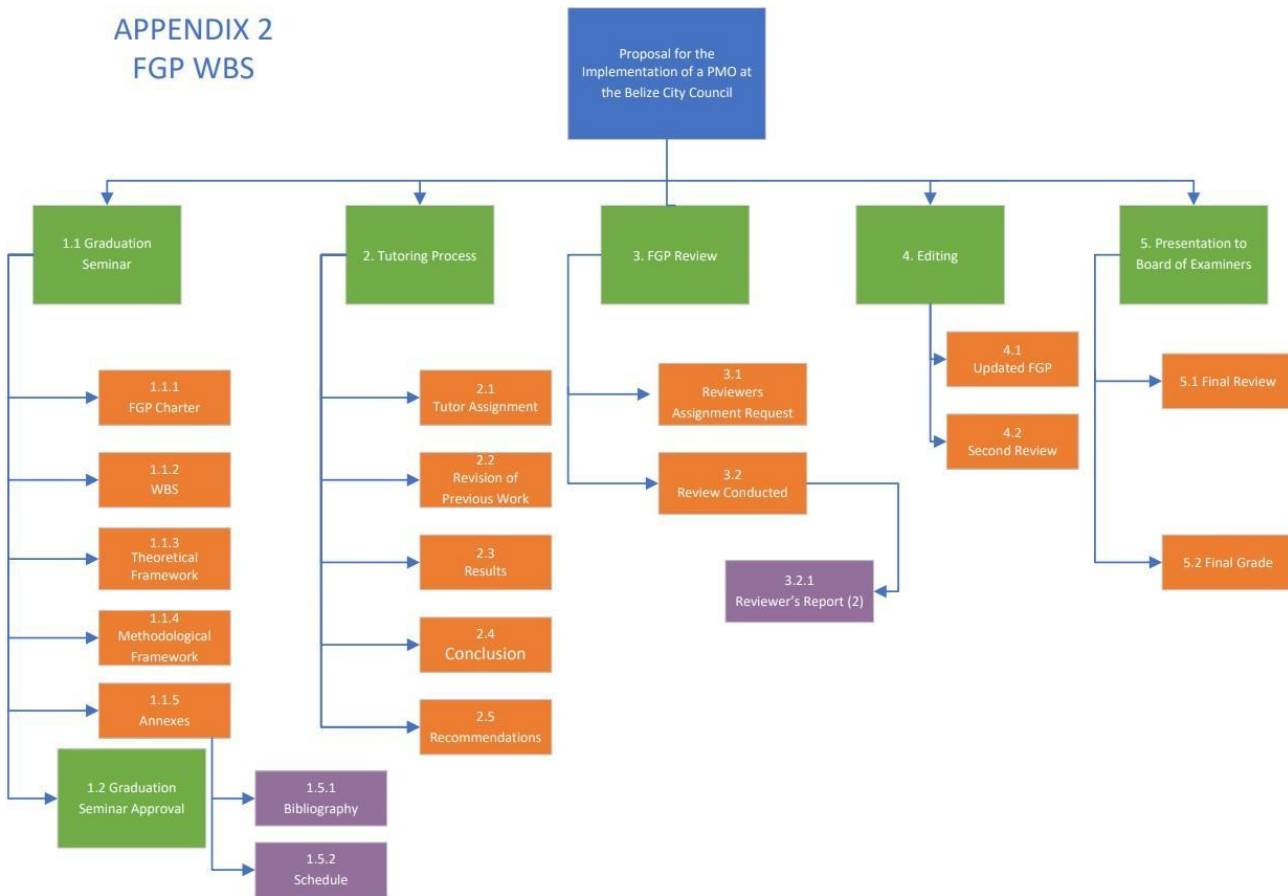
Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
To conduct an assessment to determine the current level of project management maturity in the Belize City Council.	Maturity Level Report	Primary & Secondary Sources	Mixed method	Questionnaires and Interviews with relevant stakeholders, document review, and usage of the Project Management Maturity Model.	Limited Project Documentation
To define a conceptual project management framework for the development of project initiatives in the Belize City Council.	PM Framework (documented)	Secondary Sources	Qualitative Method	Available Research (Document review)	
To propose the creation of a PMO for the development of project initiatives in the Belize City Council and the characteristics it will have (optimal placement of the PMO within the organizational structure to ensure maximum effectiveness and its interactions with other departments, level of authority and decision-making power).	PMO proposal	Primary and Secondary Sources	Mixed Method	Document Review, Organizational Chart, Documentation from previous projects, Observation, Technical Reference Points/ Contacts within the discipline.	
To define the roles and responsibilities within the	JD's and Updated	Secondary Resources	Qualitative Method	Organizational Chart, Job Description	Limited Availability of

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
Belize City Council's PMO to ensure accountability in the execution of organizational projects and the general aspects of a project management methodology it will apply to project initiatives.	Organizational Chart			Documentation specific to the Belize City Council.	the Organizational Structures within organizations with PMOs, and TORs/JDs for the relevant posts within the PMO.
To determine how the Belize City Council's PMO can integrate sustainability and regenerative principles into the projects it implements to align with organizational sustainability goals.	Sustainability Plan	Secondary Resources	Mixed Method	Document Review related to best practices for sustainable and regenerative projects.	Limited Resources, especially finances and institutional capacity for implementing a PMO. (lack of experience)
To create an extensive implementation plan in an effort to guide the establishment of a Project Management Office within the Belize City Council.	PMO Implementation Plan	Secondary Resources and Primary Resources	Qualitative Method	Checklist to ensure that all project requirements have or are being met. Document review to analyze current PMO implementation best practices.	The ability of the researchers to complete the proposal within the established timeframe, and budget.

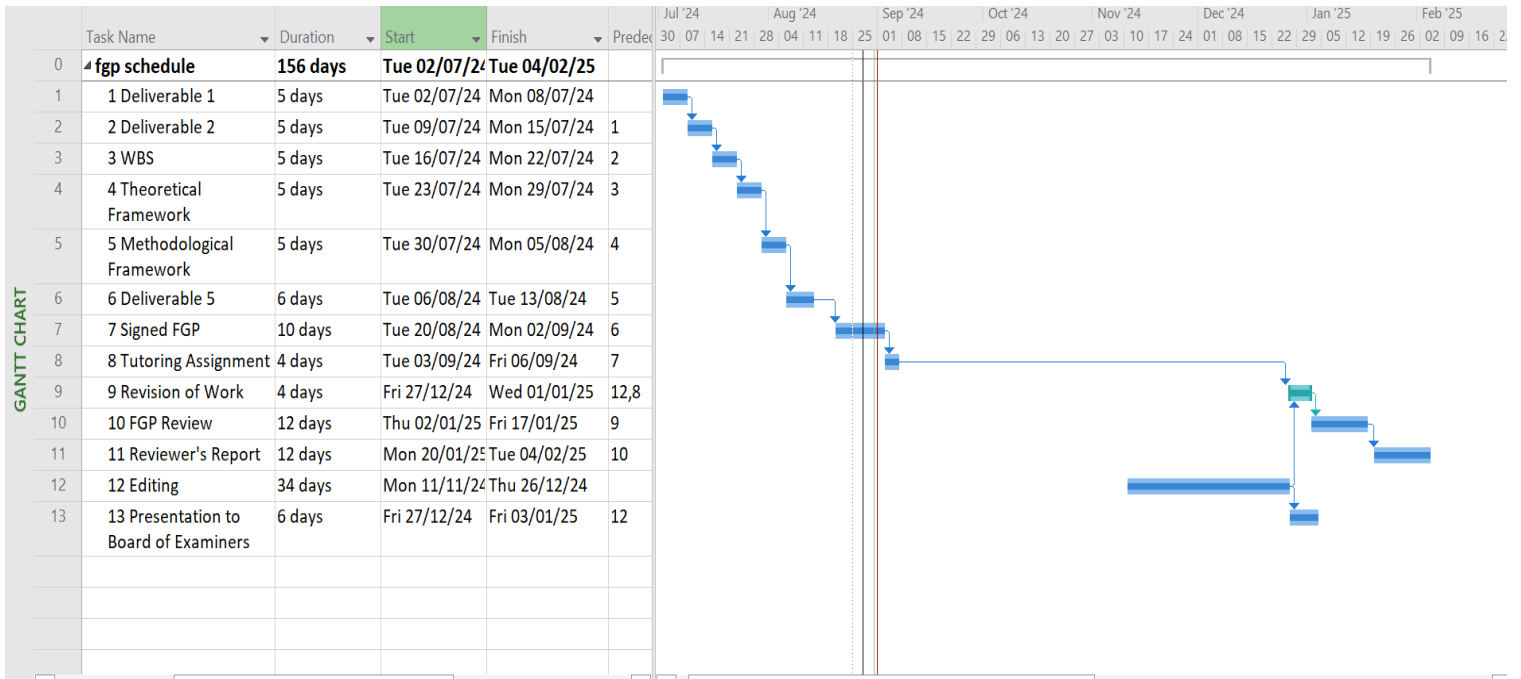
22. Validation of the work in the field of the regenerative and sustainable development.

The proposed project aligns with the concepts of regenerative and sustainable development because establishing a PMO within the structure of the Belize City Council would enhance the organization's ability to effectively utilize its resources and incorporate regenerative and sustainable components in its project implementation activities. This would lead to decreased generation of waste materials, and utilizing materials that are more sustainable sources to carry out its initiatives. Indicators that will be utilized include those utilized by the Green Project Management Institute, specifically, the P5 Impact Analysis. These include impact on people, planet, and prosperity. The PMO would guide the selection of projects with the Sustainable Development Goals in mind, but beyond that, regenerative initiatives would also be placed at the forefront of the development projects that the Council undertakes.

Appendix 2: FGP WBS



Appendix 3: FGP Schedule



Appendix 4: Preliminary bibliographical research

Englund, R., & Graham, R. J. (2019). *Creating an environment for successful projects*. Berrett- Koehler Publishers, Incorporated.

"Creating an Environment for Successful Projects" is aimed at managers seeking to enhance project outcomes within their organizations. Unlike other resources that focus solely on what to do, this book emphasizes why improving environmental conditions is crucial and how organizations can implement these improvements. Through detailed anecdotes and examples from leading companies like Hewlett-Packard, Englund and Graham provide practical insights and proven practices for fostering effective project management.

Esquierro, J. C., Valle, A. B., Soares, C. A. P., Vivas, D. C. (2014). Implementation of a Project Management Office in a Public Sector Organization: A Case Study Involving a Sanitation Institution. *International Review of Management and Marketing*, 4(1), 1-12.

This paper offers recommendations for enhancing the implementation of a Project Management Office (PMO) in government organizations, focusing on addressing environmental uncertainties. The study uses a literature review, authors' experience, and process analysis for setting up a PMO in Brazil's Department of Municipal Water and Sewage Systems (SEMAE). It underscores the PMO's importance in managing strategic water conservation projects and stresses that the effectiveness of PMO actions depends heavily on the implementation process.

Ferreira, R. (2019). (dissertation). *What are functions of the Project Management Office (PMO) in the Irish public sector, their level of maturity, and how do they contribute to organisational value?* Retrieved July 10, 2024, from <https://norma.ncirl.ie/3962/1/reonferreira.pdf>.

This paper investigates the functions, maturity level, and organizational value of Project Management Offices (PMOs) in Irish public sector bodies. It emphasizes the PMO's role in enhancing project and program management, crucial for achieving governmental priorities and managing public services. Despite facing political, environmental, and stakeholder challenges, Irish PMOs are not well understood. Using a conceptual model and empirical data from ten public sector bodies, the study finds that these PMOs have a low intermediate maturity level, indicating underdeveloped functions and suboptimal organizational value. The research offers a model for evaluating public sector PMO maturity, applicable internationally, and establishes a baseline for the Irish public sector to monitor progress and support future comparative studies.

Johnson, M., Joyner, T., Martin, R. (n.d.). Process Driven Project Management Office Implementation. https://static.aminer.org/pdf/PDF/000/326/374/event_driven_business_solutions_implementation_experiences_and_issues.pdf

Effective management of Project Management Office (PMO) processes is crucial for successful implementation. This paper discusses how Business Process Reengineering (BPR) tools and techniques can create and share actionable project management processes. Using a standardized methodology, the processes are modelled to capture functions, triggers, executors, tools, inputs, and outputs, and are interconnected to show work and decision flow. Once optimized and approved, these models inform training materials for project stakeholders and serve as benchmarks for PMO quality improvement efforts.

Khan, Z. & morshe, M. (2012). Implementing formal project management to local government projects. Paper presented at PMI Global Congress 2012- North America, Vancouver, British Columbia, Canada. Newton Square, PA: Project Management Institute.

Local Government Agency (LGA) projects vary in their application of project management processes, from informal to formal. Standardizing scalable project management processes, tools, and templates is a significant organizational effort. This paper outlines the challenges faced by LGAs in improving project management processes and shares lessons from King County, the 14th most populous county in the U.S. These lessons are applicable to similar LGAs. The paper discusses project management cultures, organizational structures, and standardization challenges, emphasizing that process improvement requires systematic planning, executive initiatives, sufficient resources, and support from all management levels.

Kivila, J., Martinsuo, M., & Vuorinen, L. (2017). Sustainable Project Management through project control in infrastructure projects. *International Journal of Project Management*, 35(6), 1167–1183. <https://doi.org/https://doi.org/10.1016/j.ijproman.2017.02.009>

This study identifies control practices for sustainable project management through a case study of a road tunnel project involving multiple stakeholders and an alliance contract. Findings show that sustainable management uses a holistic control package with varied mechanisms for different sustainability dimensions. Internal controls are supported by sustainable governance, connecting the project to external stakeholders and regulations.

Lundqvist, S. (2022). Are PMOS really that momentous for public authorities? *International Journal of Information Systems and Project Management*, 5(3), 45–64. <https://doi.org/10.12821/ijispm050303>

This paper explores the role of Project Management Offices (PMOs) in Swedish public IT projects amid digitalization. Despite perceived importance, fewer organizations use PMOs than

expected. Research findings show weak correlations between PMO existence and various factors, with no significant link to project model usage. This challenges the assumed significance of PMOs in Swedish public authorities, prompting a need for realistic expectations and an understanding of their potential benefits and drawbacks.

PMO. Local Partnerships. (2024, February 13).
<https://localpartnerships.gov.uk/pmo/>

This document provides insights and advice for local authorities interested in setting up or evaluating their Project Management Office (PMO). It emphasizes that each local authority is unique, with varying requirements, so a tailored approach is necessary rather than a one-size-fits-all solution. The guidance draws on the experiences of several local authorities, including South Cambridgeshire, Watford, Walsall, and Wolverhampton, with special recognition to Sandwell Council for their significant contributions to shaping the research and its implementation.

Project Management Institute. (2021). *A Guide to the Project Management Body of Knowledge PMBOK Guide Seventh Edition and the Standard for Project Management*. Pennsylvania: Project Management Institute.

The Project Management Body of Knowledge (PMBOK) is a comprehensive guide and standard for project management practices. It encompasses globally recognized principles, processes, and best practices essential for effective project management across various industries and sectors.

Rincon, I. (2014). *Building a PMO from the ground up: Three stories, one result*. Paper presented at PMI Global Congress 2014- North America, Phoenix, AZ. Newton Square, PA: Project Management Institute.

This conference paper analyses three case studies and will then draw a conclusion on the necessary elements to consider when building a PMO. The analysis will be performed based on the impact of the implementation in three significant areas, which represent the highest risk. When properly addressed, they provide the highest value and the most noticeable impact of the new entity.

Sanots, V., & Varajao, J. (2015, October 9). *PMO as a key ingredient of public sector projects' success-position paper*. ScienceDirect.

In response to growing demands and increasingly complex projects in public administration, effective project management is crucial. Managing projects involving numerous stakeholders and extended timelines requires efficient resource utilization. A Project Management Office (PMO) plays a pivotal role in this context, facilitating project success and optimizing resource allocation. This paper explores various PMO implementation scenarios within the public sector, emphasizing its role in enhancing project outcomes and resource efficiency.

Team, P. (2024, April 2). *PMO governance framework: A guide for project success*. ClickUp. <https://clickup.com/blog/pmo-governance-framework/>

This article demonstrates how to PMO Governance Framework that is tailored to your organization. It describes why a PMO is necessary, and what the expected benefits of implementing one are.

Appendix 5: GPM's Sustainability Management Plan

Sustainability Management Plan

Project Name
Organization Name

*Please support our commitment to sustainability and do not print
this document unless it is absolutely necessary to do so.*



This document was designed by GPM for users of its PRiSM Project Lifecycle. The design of this document is licensed to others under the Creative Commons Attribution 4.0 International License. For a copy of this license, visit: <http://creativecommons.org/licenses/by/4.0/>

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This page should be deleted before issuing the Sustainability Management Plan.

Instructions for Use	
Document Title	To use a title for the document other than <i>Sustainability Management Plan</i> , you will need to modify the cover page, the contents page, and the headers in all of the document's sections.
Project Name and Organization Name	Before issuing the document, you should replace "Project Name" and "Organization Name" throughout the document. Those phrases occur on the title page, the contents page, and in the headers and footers of all of the document's sections.
Contents	Use <Update Field> to generate a revised table of contents before issuing the document.
In-line Guidance	Several sections have in-line guidance in red . These entries should be deleted along with this page before issuing the SMP.
Version Control	There are three version control tables at the end of the document: <ul style="list-style-type: none"> ● Version control for the SMP. Update this table if you make changes to the SMP. ● Distribution control for the SMP. Record who has received a copy of the SMP. "Format" would normally be "Print" or "Electronic." ● Version control for the template. Update this table if you make changes to the template.
Approvals	<ul style="list-style-type: none"> ● The approval tables can be modified to comply with your internal practices. If so, those changes should be recorded as a change to the Template version. ● Approvals for the current version are expected on the <i>Contents</i> page and the <i>Version Control</i> page. Approvals for prior versions would only show on the <i>Version Control</i> page.
Signatures	Approval signatures can be electronic if organizational policy allows it.
Format	All of the content in this document has been formatted using <Format/ Style ...>. If you want to modify any aspect of the document design (typefaces, font sizes, heading colors, etc.), you can do it quickly and easily by modifying the relevant style(s).

Sustainability Management Plan

Project Name
Organization Name

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3. Roles and Responsibilities.....1174.

 Budget.....117

5. Key Performance Indicators.....1186. Potential Impact on Sustainability of Scope Exclusions.....1187. Reviews and Reporting.....1188. P5 Impact Analysis.....118

Current Version Approval (<i>version 3.0</i>)			
Role	Name	Signature	Date
Project Sponsor			
Project Manager			

Purpose

This purpose of this document is to help ensure that we (the Project Team members) manage this project in a sustainable way. It provides a framework for Project Sustainability by describing our approach, our roles and responsibilities, our budgeting, and our reporting practices. This Sustainability Management Plan (SMP) will help support our commitment to economic growth, environmental protection, and social accountability.

Approach

Planning for sustainability management will be done by completing this document. [insert description of any additional sustainability management planning activities]

Identifying sustainability impacts will include:

- A block of time during the Discovery Phase of the PRiSM Project Lifecycle for team members to work together to complete the P5™ Impact Assessment (P5IA) included in Section 7.
- Time will be reserved during the first team meeting of each month to focus on reviewing sustainability impacts.
- Key performance indicators (KPIs; see below) for relevant topics from P5 will be documented.
- [insert description of any additional sustainability impact identification activities]

Responding to sustainability impacts will include:

- Implementing responses to all items with a high positive or negative impact score.
- Avoidance of unacceptable impacts.
- Keeping this Project Sustainability Management Plan current throughout the project.
- Inclusion of “sustainability impact updates” as an agenda item for each team meeting.
- Integrating sustainability risk and opportunity management with overall project risk and opportunity management.
- [insert description of any additional sustainability-response-related activities]

Roles and Responsibilities

The Project Manager shall:

- Incorporate the resources and time required to execute the Sustainability Management Plan in the project budget and schedule.
- Develop, distribute, and implement this Sustainability Management Plan.
- Develop and update the P5 Impact Analysis (P5IA) with the support of the Project Team and include it in the project plan.
- Coordinate with the Response Owners to implement responses identified in the P5IA.
- Update the lessons learned database at the end of each project phase.
- Provide a report to the function or office that is responsible for sustainability reporting.
- [insert description of any additional roles and responsibilities]

The Project Team shall:

- Identify sustainability impacts and describe them in the prescribed formats.
- Assess the impact of sustainability-related actions on project success criteria.
- Perform the impact response actions assigned.
- [insert description of any additional roles and responsibilities]

Sustainability Impact Owner responsibilities include:

- Develop and/or update the assigned risk response strategy.
- Monitor the risk assigned and inform PM of any changes to probability or impact.
- Monitor the risk trigger and risk cues and inform the PM as appropriate.
- [insert description of any additional roles and responsibilities]

Budget

The budget for this project will include the following items related to project sustainability management:

- [insert description of any sustainability-related budget items]

Key Performance Indicators

P5 Domain	Lens	Category	Element	Key Performance Indicator	Metric
People					
Planet					
Prosperity					

Potential Impact on Sustainability of Scope Exclusions

[Describe the potential impact on sustainability of any scope exclusions. For example, most highway construction projects explicitly exclude maintenance costs. Failure to maintain the new roadway could have negative impacts.]

Reviews and Reporting

Meetings for the purpose of discussing and making decisions on project sustainability will be held [insert frequency of such meetings].

The initial sustainability management actions shall occur during the development of the initial project plan. A full review and update of the P5 Impact Analysis (P5IA, see Section 8 below) will occur at the beginning of each subsequent phase of the project.

The following forms will be used for documenting risk management activities:

- [insert list or refer to standard forms]

P5 Impact Analysis

The P5 Impact Analysis (P5IA) for this project is an integral part of this Sustainability Management Plan. It can be found here:

- [insert link or other method of access to the project's P5IA]

Version Control

Document Version Control			
Version	Date Approved	Approved by	Summary of Changes

Document Distribution Control			
Number	Responsible Owner	Location of Copy	Format
Master			
1			
2			
3			
4			
5			

Template Version Control			
Version	Date Approved	Approved by	Summary of Changes
3.0			

Appendix 6: Job Descriptions

Job title:	Sr. Project Manager	Job Location:	City Hall
Reports to:	City Administrator	Position:	Full Time
Department:	Project Office	Pay Scale:	Pay Scale VIII
Date:	September 24, 2025		\$48,000.00 X \$1,440.00 = \$55,200.00
Job Purpose:	The Senior Project Manager plays a pivotal role in driving the successful execution of city-led initiatives by leading project teams through all phases of the project life cycle. This position ensures that the Belize City Council's projects are delivered on time, within budget, and in alignment with approved strategic objectives. The Senior Project Manager oversees project planning and implementation in accordance with Project Management best practices, delegates responsibilities to Project Managers and support staff, and provides ongoing guidance to ensure deliverables are met and outcomes are achieved efficiently and effectively.		

Duties/Responsibilities

Core Duties:

1. Works along with the Mayor and City Administrator to identify projects aligned with the Belize City Council's strategic plan and vision for Belize City.
2. Oversees and guides the initiation, planning, execution, monitoring, and closure of city-led projects.
3. Guides the development and execution of all organizational project management plans and their related components.
4. Works along with Project Managers to lead the development of cross-functional project teams that work together to accomplish
5. Guides the development of project budgets and timelines
6. Ensures that projects remain in-scope and meet budgetary, scheduling, and quality requirements.
7. Oversees the project procurement process, stakeholder engagement, risk management,
8. Resolves technical and operational issues as required.
9. Develop project control and reporting procedures and manage changes in operational plans.
10. Sets and monitors project budgets and staffing requirements

General:

1. Ensures that all Council protocols, procedures, and guidelines are always followed when carrying out assigned duties.
2. Ensures that professionalism is always displayed when carrying out duties.
3. Reports to work immediately in the event of an imminent disaster and as soon as possible after the city has suffered a disaster.
4. Offers support and coverage to other team members during periods of absence.
5. Any other related duties that may be assigned from time to time.

Required Skills

- Strong command of spoken and written English to communicate effectively with diverse stakeholders.
- Solid working knowledge of Microsoft Office Suite (Word, Excel, PowerPoint, etc.) and project management tools such as Microsoft Project.
- Demonstrated ability to lead cross-functional teams, foster collaboration, and drive organizational change in dynamic environments.
- Exceptional verbal and written communication skills, with the ability to convey complex information clearly and persuasively.
- Skilled in negotiating project terms, resolving competing interests, and securing stakeholder buy-in.
- Adept at identifying sources of conflict, facilitating constructive dialogue, and implementing solutions that maintain team cohesion and project momentum.

Required Education & Experience

- A Master's Degree in Project Management, Business Administration, or a related field is required.
- PMP Certification is strongly desired.
- At least 5-7 years of proven experience as a Project Manager.

Job title:	Project Manager	Job Location:	City Hall
Reports to:	Sr. Project Manager	Position:	Full Time
Department:	Project Office	Pay Scale:	Pay Scale VII
Date:	September 24, 2025		\$36,167.04 X \$1,440.00 = \$49,495.68
Job Purpose:			

Duties/Responsibilities

Core Duties:

1. Leads the implementation of all city-led projects.
2. Coordinates the work of project office staff and project teams, including functional managers and other Council staff.
4. Prepares project documents and reports for submission to the Mayor and City Administrator providing timely updates on the progress of all city-led projects.
5. Leads the development of project budgets and timelines
6. Ensures that projects remain in-scope and meet organizational objectives
7. Leads the project procurement process, stakeholder engagement, risk management,
8. Identifies and resolves project-specific issues, receiving guidance from the Sr. Project Manager, as needed.
9. Leads the monitoring and evaluation efforts of all city-led projects, ensuring that budgetary, scheduling, and quality requirements.
10. Monitors project spending and procurement to ensure they are aligned with the approved project budget.

General:

1. Ensures that all Council protocols, procedures, and guidelines are always followed when carrying out assigned duties.
2. Ensures that professionalism is always displayed when carrying out duties.
3. Reports to work immediately in the event of an imminent disaster and as soon as possible after the city has suffered a disaster.
4. Offers support and coverage to other team members during periods of absence.
5. Any other related duties that may be assigned from time to time.

Required Skills

- Strong command of spoken and written English to communicate effectively with diverse stakeholders.
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- Exceptional verbal and written communication skills, with the ability to convey complex information clearly and persuasively.
- Skilled in negotiating project terms, resolving competing interests, and securing stakeholder buy-in.
- Adept at identifying sources of conflict, facilitating constructive dialogue, and implementing solutions that maintain team cohesion and project momentum.

Required Education & Experience

- A Master's Degree in Project Management, Business Administration, or a related field is required.
- PMP Certification is strongly desired.
- At least 5-7 years of proven experience as a Project Manager.

Job title:	Project Officer	Job Location:	City Hall
Reports to:	Project Manager	Position:	Full Time
Department:	Project Office	Pay Scale:	Pay Scale VI
Date:	September 24, 2025		\$24,473.28 X \$823.68 = \$34,357.44
Job Purpose:	The Senior Project Manager plays a pivotal role in driving the successful execution of city-led initiatives by leading project teams through all phases of the project life cycle. This position ensures that the Belize City Council's projects are delivered on time, within budget, and in alignment with approved strategic objectives. The Senior Project Manager oversees project planning and implementation in accordance with Project Management best practices, delegates responsibilities to Project Managers and support staff, and provides ongoing guidance to ensure deliverables are met and outcomes are achieved efficiently and effectively.		

Duties/Responsibilities

Core Duties:

1. Assist in the development of project plans, budgets, and schedules.
2. Assist in identifying project resources needed for the implementation of city-led projects.
3. Assists in managing all phases of the project life cycle to ensure that Council projects are completed on schedule and within the prescribed budget.
4. Assist in preparation and dissemination of project communications.
5. Assist in ensuring that project deliverables meet quality standards.
6. Assist in the monitoring and reporting of project progress and performance.
7. Records, updates and organizes all project-related files such as meeting minutes and progress reports
8. Provide logistical support and scheduling for team meetings, and project-related events
9. Provides administrative support to the project office as necessary
10. Conducts research and data gathering to support project initiatives and sound decision-making practices.
11. Assist with budgeting, logging expenses, and filing financial reports

General:

1. Ensures that all Council protocols, procedures, and guidelines are always followed when carrying out assigned duties.
2. Ensures that professionalism is always displayed when carrying out duties.
3. Reports to work immediately in the event of an imminent disaster and as soon as possible after the city has suffered a disaster.
4. Offers support and coverage to other team members during periods of absence.
5. Any other related duties that may be assigned from time to time.

Required Skills

- Strong command of spoken and written English to communicate effectively with diverse stakeholders.
- Solid working knowledge of Microsoft Office Suite (Word, Excel, PowerPoint, etc.) and project management tools such as Microsoft Projects.
- Demonstrated ability to lead cross-functional teams, foster collaboration, and drive organizational change in dynamic environments.
- Exceptional verbal and written communication skills, with the ability to convey complex information clearly and persuasively.
- Skilled in negotiating project terms, resolving competing interests, and securing stakeholder buy-in.
- Adept at identifying sources of conflict, facilitating constructive dialogue, and implementing solutions that maintain team cohesion and project momentum.

Required Education & Experience

- A Master's Degree in Project Management, Business Administration, or a related field is required.
- PMP Certification is strongly desired.
- At least 5-7 years of proven experience as a Project Manager.

APPENDIX 7



Project Charter Template

Project Title		
Project Scope Abstract		
Product Description / Deliverables		
Project Objectives		
Business Case		
Pre-assigned Resources		
Stakeholders List		
<i>Name</i>	<i>Title</i>	<i>Role/Responsibility</i>

Summary Milestone Schedule	
<i>Description</i>	<i>Due Date</i>
<i>Project Preparation</i>	
<i>Collecting Requirements</i>	
<i>Design Phase</i>	
<i>Development Phase</i>	
<i>Prototype Testing</i>	
<i>User Acceptance and Training</i>	

<i>Go Live and Lessons Learned</i>		
Summary Budget		
Assumptions	Constraints	
High-Level Project Risks		
Success Criteria		

NOTES:

APPENDIX 8

Project Plan

Project Information

Project #

Project

Project:

Manager:

Project

Sponsor:

Project Results

Background

What is the history in getting the project to here? What work has been done, and what investigations have been conducted?

Objective

What is the project trying to accomplish? What is the work that needs to be done?

Outcome

What are the results to be delivered? What is to be produced as a result of completing the project?

Value

What is the impact of the project on the organization? What will the value and benefit that will result in doing the project?

Success

What does success look like in delivering the project? What has to happen for the project to be considered a success?

Impacted Communities

Who are the communities, departments, groups and teams that are impacted by the project? How will this impact them?

Community	Interest	Expectations	Concerns

Scope

Product Inclusions	Product Exclusions
What are the product results that are part of the overall project? What results will be delivered by the project?	What are the product results that are not part of the overall project? What results will not be delivered by the project?

Project Inclusions	Project Exclusions
What are the project results that are part of the overall project? What work will be done in delivering the project?	What are the project results that are not part of the project? What work will not be done in delivering the project?

Deliverables & Milestones

What are the major deliverables and milestones that involved in successfully delivering the project? When are they needed?

Deliverable/Milestone	Due Date

Budget

What are the major cost categories of the project? What are the expenditures that are expected to successfully deliver?

Cost Category	Planned Cost

Project Considerations

Assumptions

What are the essential assumptions that have been made to date in defining the project? What is assumed to be true?

--

Constraints

What are the boundaries that exist for the project? What are the guardrails that the project needs to stay within?

Risk Management

Identify the risk and uncertainties associated with the project, and the preferred risk response in addressing challenges.

Risk	Probability	Impact	Risk Response

Resource Plan

Identify who is required in supporting the project. What are their roles and responsibilities, and what effort is required?/

Resource	Roles & Responsibilities	Estimated Effort

Approval

Project Sponsor	Approval Signature	Date Signed
[Name of project sponsor]		

August 22th, 2025

Academic Advisor
Masters Degree in Project Management (MPM)
Univerdidad para la Cooperacion Internacional (UCI)

Re: Review and Proofreading of Final Graduation Project

Dear Academic Advisor,

After a thorough review, I hereby confirm that Carissa Casanova has made suggested corrections to the Final Graduation Project document as advised. In my opinion, the document meets the literary and linguistic standards expected of a student for a degree at the Master's level.



Mrs. Franklene Banner