

UNIVERSIDAD PARA LA COOPERACIÓN INTERNACIONAL
(UCI)

“PROPOSAL FOR THE IMPLEMENTATION OF A PROJECT MANAGEMENT
OFFICE AT APOAUTIS IN HONDURAS”

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THE REQUIREMENTS FOR THE MASTER'S IN PROJECT MANAGEMENT
(MPM) DEGREE

SAN PEDRO SULA, HONDURAS

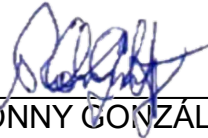
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This Final Graduation Project was approved by the University as partial fulfillment of the requirements to opt for the Master of Project Management (MPM) Degree



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DEDICATION

To my beloved mother, B. Alicia Ruiz Garay (R.I.P.), whom I lost physically during the development of this research study, but whose example and strength remained with me throughout this process and helped me reach my final goal with the desire and drive to make her feel proud of me from eternity, as she was always here on earth as well.

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To my best friends, who provided me with the support I needed during these difficult times, giving me the strength, space, and motivation to finish my thesis.

To my dear autistic children in Honduras, especially my students, who are my motivation to continue with my education to provide them with better support and create a more inclusive society for all of us.

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I owe it all to all of you, who I am now and who I will be. Thank you to everyone to whom I dedicated this academic goal.

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ABSTRACT

This study focused on developing a tailored Project Management Office proposal for Apoautis, a non-profit organization in Honduras that supports the autistic community and their families. The organization has faced critical financial and operational challenges due to heavy reliance on government funding, donations, and external support for project execution. All these challenges highlighted the need for a structured PMO to improve project development, resource allocation, and sustainability.

The final product of this project was a tailored PMO proposal for Apoautis to enhance operational efficiency, increase funding opportunities, and strengthen community impact. This study comprised the project's final deliverables: a new organizational chart for the PMO, a PMO profile, and a tailored PMO proposal that contained all relevant information on PMO implementation for the organization. To create all these deliverables, it was necessary to analyze the organizational structure, project management maturity, and Apoautis's specific needs.

For this process, a mixed-methods approach was employed, including semi-structured interviews, questionnaires, the review of internal documents, and the analysis of secondary sources. The collected data were synthesized to define a PMO profile, the PMO level of authority, and actionable implementation guidelines integrated with sustainability and regenerative development principles, ensuring long-term benefits for the organization and the autism community it serves.

As a result of the project, the organization's project maturity was found to be at a medium level, with a high likelihood of implementing PMO strategies. The level of authority for the PMO was also set at a high level to develop the new organizational chart structure, information that was also used to create the Project Management Professional Profile description , along with the characteristics needed. This data was also important for designing the proposal content and the PMO Implementation Plan, considering the impact this will have on the organization and its sustainability.

In conclusion, this PMO proposal was considered an urgent need for the organization, and the results of this research provided important information to begin implementing these guidelines within Apoautis to enhance benefits for their affiliates and improve the positive impact on society.

KEYWORDS: Project Management Office, PMO Proposal, NGOs, non-profit, Autism.

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ABBREVIATIONS AND ACRONYMS

AAC: Augmentative and Alternative Communication

ADHD: Attention Deficit Disorder

ALAFE: Autismo Latinoamericana Federación

Apoautis: Asociación Hondureña de Apoyo al Autista

ASAN: Autism Self-Advocacy Network

ASD: Autism Spectrum Disorder

CIARH: Coordinadora de Instituciones y Asociaciones de Rehabilitación de Honduras.

CIBNP: Institute of Behavioral Neurosciences and Psychology ()

COIPRODEN: La Coordinadora de Instituciones Privadas Pro las Niñas, Niños, Adolescentes, Jóvenes y sus Derechos.

CSR: Corporate Social Responsibility

DIRRSAC: Dirección de Regulación, Registro y Seguimiento de Asociaciones Civiles

ESG: Environmental, Social, and Governance

GPM: Green Project Management

IHSS: Instituto Hondureño de Seguridad Social

KPIs: Key Performance Indicators

L: Lempiras

NGO: Non-governmental Organization

NGO's: Non-governmental Organizations

PECS: Picture Exchange Communication System

PMBOK: Project Management Body of Knowledge

PMI: Project Management Institute

PMKA: Project Management Knowledge Areas

PMO: Project Management Office

PMOs: Project Management Offices

PROASOL: Programa de Acción Solidaria

RAP: Régimen de Aportaciones Privadas

SDGs: Sustainable Development Goals

UN: United Nations

EXECUTIVE SUMMARY

Apoautis, a nonprofit organization, was founded in 1997 by parents seeking a brighter future for their autistic children to improve their inclusion in society and quality of life. Apoautis was the first organization of its kind in Honduras and supported over 600 children and adults across five locations with therapies to enhance social skills, language, and learning, while promoting inclusion in the regular education system. Despite its impact, Apoautis has faced serious financial challenges due to heavy reliance on government funding, donations, and external support, with minimal revenue from family contributions or other activities. Although Apoautis had taken measures to address these challenges, they were insufficient to maintain normal operations. The lack of government funding for over a year has left services partially operational, threatening the closure of centers and creating uncertainty for both the organization and the affiliated families.

Since Apoautis lacked a project management culture, implementing a Project Management Office (PMO) could help the organization thrive amid its current challenges. This PMO could help standardize project processes, improve resource allocation, increase project execution, and enhance visibility and trust with donors, ensuring that Apoautis could sustain and expand its vital services. Moreover, this strategic investment could strengthen the organization's project management maturity and integrate sustainability considerations into project evaluations, thereby increasing funding opportunities and social impact. For that, developing a PMO proposal for Apoautis, tailored to their specific needs and strategies, was also necessary.

The justification for this research study was to address the lack of project management culture, creating a tailored PMO proposal to help the organization address its challenges and enhance service delivery. The "Proposal for the Implementation of a Project Management Office at Apoautis in Honduras" aimed to provide foundational information needed to implement changes and transform Apoautis into a more self-sustaining organization, refine performance, and expand self-funding activities.

The Final Graduation Project's general objective was to develop a proposal for establishing a Project Management Office at Apoautis Honduras to improve project planning, execution, and monitoring, thereby enhancing organizational sustainability. The specific objectives for this PMO proposal for Apoautis were: objective one was to analyze the maturity and organizational needs of the nonprofit organization Apoautis in Honduras to define their basic elements for the development of a successful PMO; objective two was to identify the characteristics, functions, position within the organizational structure, and level of authority of a PMO in Apoautis to fulfill an adequate professional profile; objective three was to create a detailed proposal for a Project Management Office at Apoautis considering the organizational needs, capacities, and strategic goals to increase project implementation and organizational sustainability; and objective 4 was to evaluate the expected benefits and challenges of the implementation of the PMO to determine probable results.

The methodology of this study involved a mixed-methods approach, combining qualitative and quantitative techniques to gather comprehensive information about Apoautis. Data was collected through different methods. Primary data were collected through a semi-structured interview with the President of the Board of Directors, and a questionnaire was administered to the Presidents of the Board of Directors of the different subsidiary centers. Regarding secondary sources, these included internal documents, project reports, organizational records, academic articles, and books, which were analyzed to support the theoretical framework and to compare best practices in PMO implementation. The organizational needs and project maturity were assessed to design a tailored PMO proposal, and the data were synthesized to develop a PMO profile and actionable implementation guidelines, aligned with sustainability and regenerative development principles.

In conclusion, the organization's project maturity was set at a medium level, with a high likelihood of implementing PMO strategies within Apoautis. The PMO's level of authority was considered high and included in the new organizational chart. The characteristics and responsibilities identified were also relevant to developing the Project Management Officer profile description. All this data was used to design the proposal content and the PMO Implementation Plan, including a benefits and challenges analysis and a sustainability impact assessment, considering the benefits this will have for the organization and the impact on society. For that reason, this PMO proposal was considered an urgent need for the organization, and the results of this research provided valuable information to begin implementing these guidelines within Apoautis.

The recommendations for this proposal were directed to the Central Board of Directors to formally approve and initiate execution of the PMO Implementation Plan, following the steps needed to accomplish it. Also, it was recommended to validate the new organizational chart and the PMO profile description to highlight the importance of this role within the organization. Another important recommendation was to develop a financial strategy to fund this PMO proposal and increase awareness within Apoautis of the need to improve support for employees and board members, since the success of this project depends heavily on the support of the entire organization.

1 INTRODUCTION

Any organization, regardless of its business sector or strategy, needs to learn to survive in today's competitive environment, even those that do not focus on profit. Non-governmental or nonprofit organizations are also recognizing this and aligning their goals with more sophisticated project management theories to increase benefits and their positive impact on society.

In pursuit of its mission, Apoautis, an NGO that supports autistic people and their families, is also shifting its views to increase the impact of its projects and ensure the delivery of high-quality programs and services. For this reason, establishing a Project Management Office (PMO) is a great move to enhance their strategic planning and the effectiveness of the benefits they offer to the autistic community and society in general.

1.1 Background

Apoautis is a nonprofit organization founded in 1997 by a group of parents who sought a brighter future for their autistic children, increased inclusion in society, and a better quality of life (Apoautis, 2025). This organization, the first of its kind in the country, plays a vital role in supporting individuals with autism and their families in five different locations, where more than 600 children and adults on the autism spectrum receive various therapies to improve their social skills, language, and learning, and to be included in the regular education system.

Apoautis also holds workshops to develop work skills for autistic teenagers and adults, and provides emotional support and assessments to families in the organization. Moreover, Apoautis also creates consciousness and factual knowledge about autism spectrum disorder (ASD) by developing training workshops, conferences, and seminars.

Despite the known positive impact Apoautis has in Honduras, being the reference in autism, the organization faces serious challenges that threaten not only its functioning but could leave hundreds of autistic people and their families helpless (Diario El Tiempo, 2025), without the therapies and support they need to be included in society. The reason for this is that the organization relies heavily on government funding, donations, and project support from other organizations, receiving only a small amount from symbolic contributions from families and other economic activities, which is not enough to cover operational costs.

As of today, the organization has not received the government funding it has been waiting for more than a year, leaving Apoautis on the verge of halting all its services, which are now operating partially, and closing all its centers across the country. This situation has created a lot of uncertainty in the organization and its members, as well as reflecting the fragile situation most organizations that help people with disabilities face. Given the organization's extensive history in the country and its multiple benefits for people with autism and society in general, it is urgent to make a strategic decision to transform Apoautis into a more sustainable association. These changes in strategy will take a long time, as any positive, well-founded change does, but to begin with, the roots need to be strong.

1.2 Statement of the problem

Although Apoautis is taking some measures to address the current problem, such as reducing their therapies and adopting hybrid working strategies, these measures are proving insufficient to sustain their normal operations, and the situation is becoming increasingly critical. Moreover, the services they have developed over the years are sustained by government funding, donations, and external projects supported by other organizations and embassies, which means the organization relies heavily on external support. Nevertheless, all this support has been reduced due to the current situation, which affects not only Apoautis but more than 50 other organizations that work with people with disabilities, affecting more than a million people who live with a disability in Honduras.

In cases like this, a solid project management strategy can help navigate these obstacles and secure broader support to enhance the organization's functioning. As a non-profit organization, although it has developed multiple successful and impactful projects, Apoautis does not have a Project Management Team or Office, and the Board of Directors and Administrators usually handle its project management activities.

Nevertheless, given that their operations are becoming increasingly unsustainable, the organization is considering hiring someone to assume this role as a project officer to increase their opportunities to obtain external funding and attract additional donations from other entities that could support their projects. This also means Apoautis relies heavily on stakeholders' engagement and trust to secure additional donations, which makes this change even more urgent, since the organization needs to make the results of its activities more visible to others.

It is important to note that in NGOs with such a significant positive impact as Apoautis, creating a PMO can provide standardized processes for project execution, improve resource allocation to make more effective use of their funds, and increase overall project execution and benefit delivery. Furthermore, while it might look like an extra cost that many companies are not willing to take on, it becomes an investment, since the return will be even greater in the future.

Along with that, having a Project Management Officer also improves the organization's competence in performing projects (Silvius, 2021), increasing their project management maturity and developing the necessary training inside the company to enhance the project management culture and sustainability frameworks by: "Integrating the evaluation of sustainability perspectives and aspects in the project evaluations, project reviews and lessons learned reports of projects" (p. 1073), building up their knowledge and experience also into a regenerative approach.

Considering all these situations, implementing a Project Management Office (PMO) can effectively help the organization thrive amid the current challenges it faces. A PMO, as said by Sawaia (2022) in their article, brings: "Formalization and standardization to the project data format and collection, better management of its human capital, and facilitate the linkage between project and programme outputs to organization outcomes, benefits, and goals" (p. 10), increasing their likelihood of obtaining donor support and tracing their path to becoming a more sustainable organization. Furthermore, it enhances the likelihood of project development and the benefits for the autistic community and society at large.

1.3 Purpose

The purpose of this research study is to analyze Apoautis's organizational structure and develop a tailored PMO proposal to help the organization address its challenges and improve delivery outcomes. This “Proposal for the Implementation of a Project Management Office at Apoautis in Honduras” will be done to provide the organization with the basic information they will need to start these changes, building the road to transform Apoautis into a more self-sustaining organization, refining their performance, and growing the results of their self-funding activities, which will undoubtedly positively impact the lives of more than 600 autistic children, autistic adults, and their families in Honduras.

To create this proposal, it is necessary to identify the organization's most urgent needs, its project management maturity, and the level of PMO needed according to its specific strategies, using different investigation approaches and tools to collect reliable information about the organization and to determine the key elements that will be included in this document. Along with this proposal comes the design of a PMO profile that meets the organization's needs, which is equally crucial. For this, it is necessary to define their role, functions, and required expertise, and to highlight the significant impact a project management officer can have on a nonprofit such as Apoautis.

This profile needs to reflect that a project management officer is a crucial factor in any PMO implementation, as their role is to transfer their knowledge and experience in project management to other employees or the team that will support their role. Moreover, having a PMO officer can also enhance an organization's sustainability.

A PMO develops: “Specific expertise on this and cooperates with the sustainability professionals in the organization to develop more factual insights on the sustainability aspects of different alternatives in projects” (Sawaia, 2022, p. 1074), increasing their social impact. This means that, to develop this proposal, it is also important to evaluate the organization from a sustainable perspective by conducting an assessment and documenting the results of the study. A regenerative analysis of the organization also sustains this. Comparing the different projects the organization has and the impact they create with each of the United Nations (UN, 2025) 17 Sustainable Development Goals (SDGs) that: “Promote prosperity while protecting the planet” (n. p.) reflects the level of sustainable development that Apoautis creates in society.

Another significant step in creating this PMO proposal is to ensure that Apoautis will implement the plan correctly. To achieve this, it is also necessary to define detailed guidelines for implementing the PMO in the organization, tailoring each to the organization's capabilities, given limited experience in this subject and limited funds. Such guidelines need to be achievable and aligned with the organization's needs, strategic goals, and mission. As a nonprofit organization, following these guidelines is important because it helps the organization continue offering the essential services that the autistic community and their families urgently need.

In conclusion, by completing all procedures and objectives of the study, a high-quality PMO proposal will be developed and delivered to the organization for implementation in Apoautis, with the expectation of achieving a positive outcome that benefits all stakeholders involved.

To develop this PMO proposal, both general and specific objectives must be met to ensure successful final delivery. These objectives will guide the steps and processes for gathering data, analyzing all information obtained, and designing a tailored proposal aligned with organizational strategies and the most urgent needs.

1.4 General objective

To design a proposal for the successful implementation of a Project Management Office at Apoautis Honduras to improve project planning, execution, and monitoring, thereby enhancing organizational sustainability.

1.5 Specific objectives

1. To analyze the maturity and organizational needs of the nonprofit organization Apoautis in Honduras, and to define their basic elements for the development of a successful PMO.
2. To identify the characteristics, functions, position within the organizational structure, and level of authority of a PMO in Apoautis to fulfill an adequate professional profile.
3. To create a detailed proposal for a Project Management Office at Apoautis, consider the organizational needs, capacities, and strategic goals to increase project implementation and organizational sustainability.
4. To evaluate the expected benefits and challenges of the implementation of the PMO, and to determine probable results.

2 THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

The research will be developed in the Honduran Association for Autistic Support (APOAUTIS), located in Honduras. This organization has 28 years of legal operations in the country and is well-known in the disability sector.

2.1.1 Company/Enterprise background

In Honduras, the Asociación Hondureña de Apoyo al Autista (Apoautis), which stands for “Honduran Association for Autistic Support” in Spanish, is the pioneer association that primarily provides comprehensive support for persons with autism spectrum disorder and has the most nationwide coverage. Apoautis is a non-profit, non-governmental organization (NGO) founded in 1997 in Tegucigalpa by a small group of parents of autistic children who wanted to create a center where they could access the right therapies at an affordable cost for everyone. It was created with the intention of: “Forming projects, resources, programs and everything necessary to improve the quality of life of girls, boys, young people and adults with autism and their families in Honduras” (Apoautis, 2025, n. p.). Since that year, they have expanded to four more cities: El Progreso, Yoro; Ceiba, Atlántida; Danlí, El Paraíso; and San Pedro Sula, Cortés.

Over the years, the organization has coordinated and executed multiple projects with various embassies. All these activities aim to empower parents, family members, professionals, and society at large with knowledge so they can provide better care for people with autism and improve their quality of life.

People with disabilities often suffer discrimination and a lack of support, finding numerous obstacles to living a fulfilling life. Apoautis focuses on providing opportunities for more than 600 children and their families, increasing awareness through ongoing campaigns and training for schools, universities, and other companies to help build a more inclusive society for autistic children and everyone, and to transform the lives of its members (Apoautis, 2025). This is the organization's goal, and it reflects the spirit of all its associates as well.

Although Apoautis is a private organization, the costs that associates pay can be covered by many families, even those with limited resources. Some of them are even exempted from payment due to their difficult financial situation; this is why additional funding is so important. The remaining funds are generated through their members' economic activities, donations from individuals and organizations, and periodic government disbursements.

These disbursements help cover most operational and human resources costs at the main center and provide some support for the remaining subsidiary centers. Unfortunately, due to the political and economic context of the country, these funds have not been provided for more than a year, putting the association in an inconvenient situation and endangering the therapies of more than 600 children and adults with autism spectrum disorder and their families.

For this reason, developing a project management analysis and subsequently creating a proposal for a Project Management Office is also important, as in the current context, making these modifications within organizations could be the difference between continuing to operate and not, which would seriously impact the autistic community.

2.1.2 Mission and vision statements

Apoautis is a non-governmental and non-profit organization, legally established in the country with its legal status under the number 071-98 (Apoautis, 2025). Apoautis is led by a Central Directive Board elected by the general assembly and a team of valuable professionals. Although the primary beneficiaries are the autistic children and adults, the general assembly is formed with family members (parents, grandparents, uncles, and other family members) who have the responsibility of representing their autistic relatives.

Additionally, they have broad coverage, which is not enough to meet the country's high demand, but they do cover a large part of the autistic population. The organization also stands out for its important alliances with various organizations nationally and internationally, creating strategic ties to remain part of different advocacy and training processes (Apoautis, 2025), making Apoautis an important reference at the national and Latin American levels.

Regarding the defense of specific rights, Apoautis promotes the rights of autistic people and their families. These rights are related to health, education, social inclusion, labor inclusion, recreation, and emotional support or containment, following the regulations regarding people with disabilities according to the social model of disability theory proclaimed in The Declaration on the Rights of Disabled Persons, adopted by the UN in 1975 (United Nations, 2022), and The Convention on the Rights of Persons with Disabilities adopted on 13 December 2006 (Stein & Lord, 2023).

All these needs of autistic people and their families, and the role that society plays, confirm the mission and vision of Apoautis, which were also developed together over the years. These statements are as follows:

Mission Statement: “We are a non-profit association, a pioneer at the national level, that provides psycho-socio-pedagogical intervention services and rehabilitation, integration and inclusion programs to the population with autism, without distinction of age, sex or social class, attended by qualified personnel in a warm and supportive manner” (Apoautis, 2025, n. p.).

Vision Statement: “To be a self-sustaining association, a leader in the development and execution of rehabilitation, integration, and inclusion programs, which are innovative, structured, and efficient; based on Human Rights and contribute to improving the living conditions of people with autism” (Apoautis, 2025, n. p.).

Apoautis is also driven by main objectives that arise from listening to autistic people and their families over so many years of experience. The main objectives that drive Apoautis’ mission and vision are:

1. Provide direct care for people with ASD/Autism and their families:

Apoautis (2025) offers several types of therapies along with other activities that help improve the mental, physical, and emotional health of autistic children from the age of 18 months through adulthood.

2. Promotion and defense of Rights: Apoautis also cares about human rights and disability rights, as well as the impact on every aspect of the life of people with ASD/Autism and their families, to achieve their inclusion in education, the health system, work, and society in general (Apoautis, 2025).

2.1.3 Organizational structure

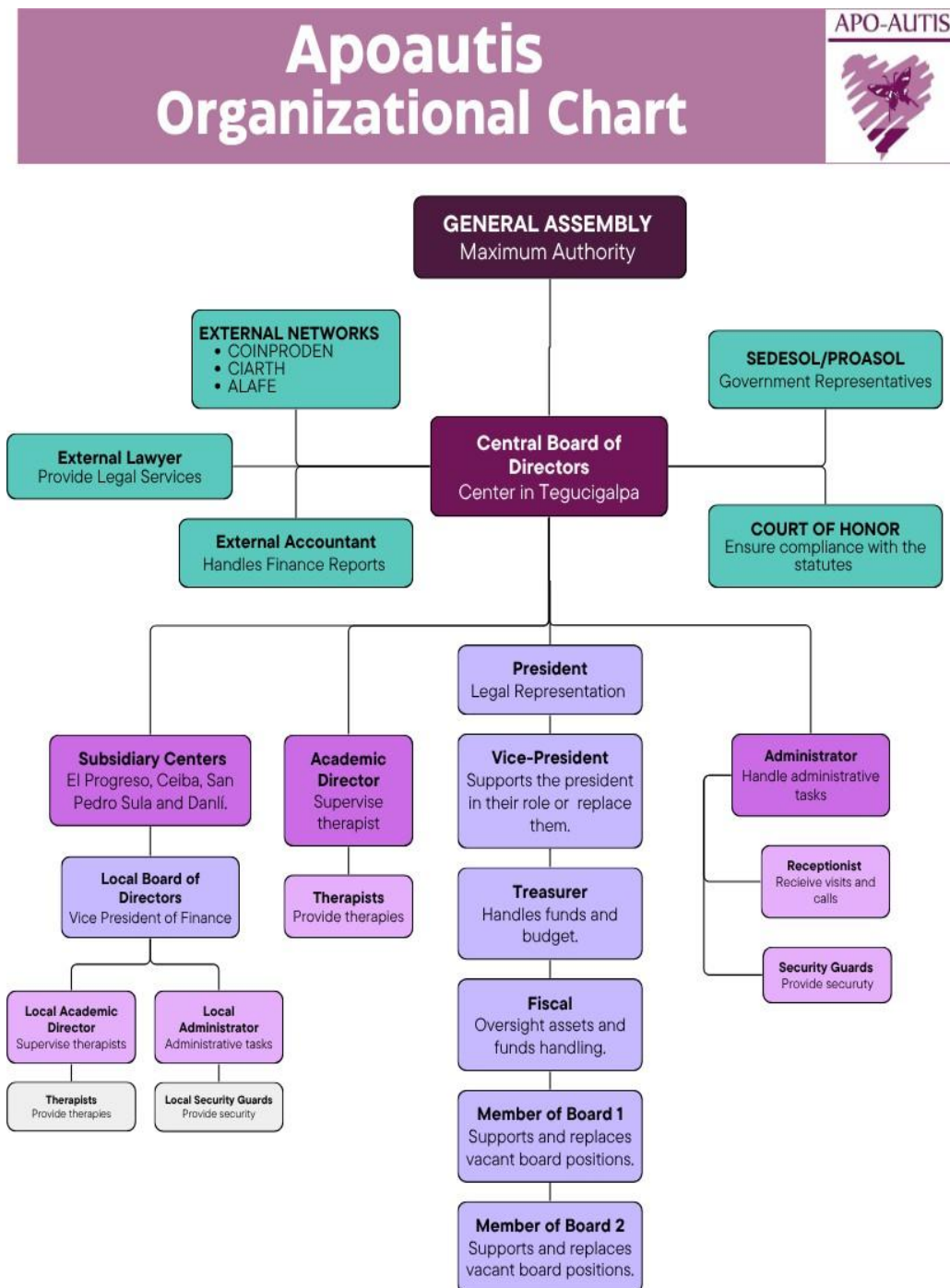
Apoautis' main center is in Tegucigalpa, with four subsidiary centers across the country. The Central Board of Directors is elected every three years by the General Assembly, the association's highest authority that oversees all centers to ensure compliance with statutes and nonprofit regulations. Each subsidiary center has its own Board of Directors but remains under the supervision of the General Assembly, the Central Board, and its local assemblies, in accordance with both the General and Subsidiary Statutes. This structure is shown in Figure 1.

Apoautis is also part of important networks inside and outside the country, with multiple collaborations with other organizations, strengthening its operations and expanding its services. Some of them are:

1. COIPRODEN NETWORK: The Coordinator of Private Institutions for Girls, Boys, Adolescents, Youth, and their Rights (COIPRODEN) is a non-governmental, social, non-profit organization made up of organizations that work for the well-being of children, adolescents, and youth in Honduras.

2. CIARH: CIARH is a network of associations of rehabilitation institutions that was created to join forces and fully guarantee inclusion in society and the enjoyment of the rights that correspond to people with disabilities.

3. Latin American Autism Federation: ALAFE is an organization established with international reach that holds meetings and actions to help families. There are organizations from across Latin America that aim to join forces to benefit people with autism spectrum disorder and their families (Apoautis, 2025). It conglomerates 12 organizations from 9 different countries. The main center is in Buenos Aires, Argentina.

Figure 1*Organizational structure of Apoautis*

Note: This chart shows how Apoautis is organized, elaborated by the author of the PMO proposal using information provided by the organization and its internal statutes.

2.1.4 Products offered

Apoautis, thinking about the needs of autistic children and adults in Honduras, offers multiple services that have expanded and evolved throughout the years to provide integral support and the best updated therapies to intervene with those diagnosed with autism spectrum disorder. These services have been developed over the years and sustained through funding and donations; many others are also thanks to projects supported by other organizations and embassies. The primary services provided to their affiliates (autistic individuals and their families) are:

1. Psycho-diagnostic evaluations: Comprehensive psychological assessments are conducted to diagnose autism and other developmental conditions. These evaluations guide individualized intervention plans and help families understand their child's needs.

2. Individual Therapy: one-on-one therapeutic sessions are tailored to the specific developmental, emotional, or behavioral needs of each person with autism. These may include cognitive-behavioral strategies, emotional regulation techniques, and social skills development.

3. Group Therapy: Facilitated group sessions promote social interaction, communication, and cooperative play among peers. Group settings are also used to strengthen social skills and reduce anxiety. It also helps to include more children and adults in therapies to cover a greater number of autistic people, since the demand is exceptionally high and it is hard to provide individual therapy for every member. The most experienced therapists usually provide this type of therapy, including children who are already better adapted and included.

4. Language Therapy: Speech-language pathologists collaborate with autistic individuals (especially children under the age of 7) to improve verbal and non-verbal communication skills, enhance comprehension, and support alternative communication systems when necessary. This therapy is not provided to every child; it is offered only to those who need it most.

5. Functional Therapy: develop essential life skills such as hygiene, dressing, eating, and other activities of daily living that promote independence.

6. Monitoring and Follow-up in Regular Schools: Apoautis provides ongoing support and coordination with mainstream educational institutions to ensure inclusion, track academic and social progress, and make necessary adjustments to support the student's inclusion in mainstream education.

7. Training Processes: educational and corporate training sessions are offered to raise awareness, promote inclusive practices, and provide practical tools for individuals on the autism spectrum in schools and workplaces.

8. Psychological Attention to Families: Support is extended to parents and caregivers through individual, programmed, or emergency sessions that address emotional well-being, stress management, crisis intervention, and coping strategies.

9. Cooking Workshop: this is a firsthand workshop that helps individuals develop practical culinary skills while fostering independence, sensory integration, and healthy eating habits; adapted accordingly to everyone. This service was made possible by the Embassy of Japan and other donors, who made this workshop accessible to older members, especially teenagers and adults.

10. Graphic Arts Workshop: Participants engage in digital design, printing, and sublimation, which helps fine motor skills, self-expression, and vocational training, while also elaborating promotional products to raise funds for the organization. This project was also carried out as part of the Embassy of Japan's donation.

11. Sensory Room: a controlled, therapeutic environment equipped with stimuli to help individuals regulate sensory input (light, sound, touch, movement) to help them integrate their senses and regulate themselves. It supports calming strategies, improves focus, and addresses sensory processing challenges. The sensory room was also built with the support of the Embassy of Japan.

12. Music Therapy Room: Through rhythm, instruments, and guided musical interaction, this space helps individuals improve communication, reduce anxiety, and develop emotional expression. This is one of the latest therapies added to the main center and three of the subsidiary centers, thanks to the Embassy of Germany, which provided most of the funds to make these music therapy rooms possible. This embassy is also collaborating on various ongoing projects for 2025 and 2026.

All these services (except diagnostic tests) are offered to association members accordingly, and the costs are included in the symbolic monthly payment, which is adjusted annually (Apoautis, 2025). Other services, such as workshops, recreational activities, seminars, and conferences, are also developed throughout the year to help autistic children and adults socialize, raise awareness in the community, and foster inclusion.

2.2 Project Management concepts

The following concepts relate to the proposal to implement a Project Management Office in Apoautis. This information covers both types of terminology: that related to the proposal itself and that necessary for understanding the development and implementation of Project Management Office (PMO) frameworks.

Some other concepts related to this proposal are also included to better understand Apoautis's work with the autistic community, as well as additional theories about autism spectrum disorder (ASD) from a neuro-affirmative perspective that values and respects every autistic person's way of perceiving and interacting with the environment.

2.2.1 *Project Management Principles*

To develop any idea successfully, a thorough analysis, implementation, and evaluation are required throughout the process. When these procedures are done correctly, it can be the difference between a successful project and a failed plan. Project management is the framework that contains all these processes to increase the possibility of success for any project.

As with any other theory, project management also has its own principles that: "Serve as foundational guidelines for strategy, decision making, and problem solving" (Project Management Institute [PMI], 2021, p. 21), guiding the decisions and actions that can or cannot be done as part of a project management process. They also work as a model of conduct that helps individuals maintain their work aligned with common moral values and ethical behavior.

These principles were developed not at a single time, but during different meetings with a diverse group of leaders across the world who came from different: “Industries, cultural backgrounds, and organizations in different roles and with experience in various types of projects” (PMI, 2021, p. 21), which makes them even richer. This lengthy process resulted in 12 main principles agreed upon by everyone involved during those meetings, ensuring that every member had a voice and contribution. According to the Project Management Institute, as stated in The Standard for Project Management (PMI, 2021), the 12 principles are:

1. Be a diligent, respectful, and caring steward.
2. Create a collaborative project team environment.
3. Effectively engage with stakeholders.
4. Focus on value.
5. Recognize, evaluate, and respond to system interactions.
6. Demonstrate leadership behaviors.
7. Tailor based on context.
8. Build quality into processes and deliverables.
9. Navigate complexity.
10. Optimize risk responses.
11. Embrace adaptability and resilience.
12. Enable change to achieve the envisioned future state.

These 12 principles are essential to developing a successful PMO proposal for Apoautis because they provide a foundation built on values for effective project management and decision-making.

2.2.2 Project Management Domains

In the project management framework, different domains are: “Critical for the effective delivery of project outcomes” (PMI, 2021, p. 7) and help project managers achieve those outcomes. According to “A Guide to the Project Management Body of Knowledge” (PMBOK Guide, 2021), these eight project performance domains work as an integrated system, depending on one another to achieve a successful project outcome. The activities of all these domains will also depend on the type of project and organization.

Besides having the possibility to be adapted to ensure they fit the organization’s objectives and goals, each of these domains is also related to the subject of this PMO proposal in the following way:

1. Stakeholders: This domain refers to the activities and the roles of the stakeholders or interested parties in the project. A stakeholder is an : “Individual, group, or organization that may affect, be affected by, or perceive itself to be affected” (PMI, 2021, p. 8) by a particular project. This domain relates to the PMO proposal for Apoautis because the organization works with a wide range of stakeholders, including autistic people and their families, therapists, donors, government entities, NGOs, and private companies. Since Apoautis relies heavily on funding from many of these stakeholders, developing an accurate stakeholder analysis and engagement strategy is particularly important. This process of engagement includes activities to identify, understand, analyze, prioritize, engage, and monitor stakeholders, which are crucial for successful stakeholder management, ensuring they are more informed at every step and remain supportive of the project and the organization.

2. Team: The team performance domain refers to functions of the project team, which is defined as the: “People who are responsible for producing project deliverables” (PMI, 2021, p. 16) to achieve the project objectives. The project team is also important for this PMO proposal because, for nonprofit organizations (NGOs), success relies heavily on having a strong team that collaborates and trusts the organization to guide projects and programs to success.

3. Development Approach and Life Cycle: This domain is about the activities related to: “The development approach, cadence, and life cycle phases of the project”, according to the PMBOK Guide (2021). This domain relates to the PMO proposal for Apoautis because the association develops distinct types of projects with adaptive life-cycle models to achieve objectives and meet the organization's needs.

4. Planning: This domain refers to the processes of planning inside the organizations, how they evolve, and the coordination that is necessary for successful deliveries of the project (PMI, 2021). It relates to this proposal because many nonprofit organizations struggle with weak or informal planning processes, which can lead to adverse outcomes or a lack of support. Apoautis has shown during these years of functioning that their activities are not only legal and clear but always in the best interest of their members and the autistic community.

5. Project Work: This domain is related to the activities of: “Establishing project processes, managing physical resources, and fostering a learning environment” (PMI, 2021, p. 69), which are crucial to ensure outstanding project performance, communication, procurement, and resource management.

6. Delivery: This is also a critical domain because it refers to the delivery of quality and the scope of the project, ensuring they contribute to the company's objectives (PMI, 2021). For this PMO proposal, a successful delivery should be meaningful to all stakeholders and include beneficiary feedback to continue improving and stay aligned with the mission. Also, the deliveries should be continuous to keep stakeholders informed and engaged.

7. Measurement: refers to the: "Activities and functions associated with assessing project performance and taking appropriate actions to maintain acceptable performance" (PMI, 2021, p. 93) according to the metrics established previously. A metric is a: "Description of a project or product attribute and how to measure it" (p. 93), and it is also a baseline for comparison with previous and actual results. For this proposal, this is important because Apoautis needs to deliver project reports to the donors. Apoautis also reports to the government entity in charge of funding, called PROASOL (Programa de Acción Solidaria) or Program of Solidary Action, and to the "Dirección de Regulación, Registro y Seguimiento de Asociaciones Civiles" (DIRRSAC), translated as Direction of Regulation, Registry, and Following of the Civil Associations.

8. Uncertainty: This domain is related to the risk and uncertainty that any project faces during its development. According to the PMBOK guide, a risk is an: "Uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives" and an uncertainty is a: "Lack of understanding and awareness of issues, events, paths to follow, or solutions to pursue" (PMI, 2021, p. 117). As a nonprofit organization, Apoautis operates in considerable uncertainty, particularly with financial constraints that increase its operational risks.

2.2.3 Development Approach and Life Cycle

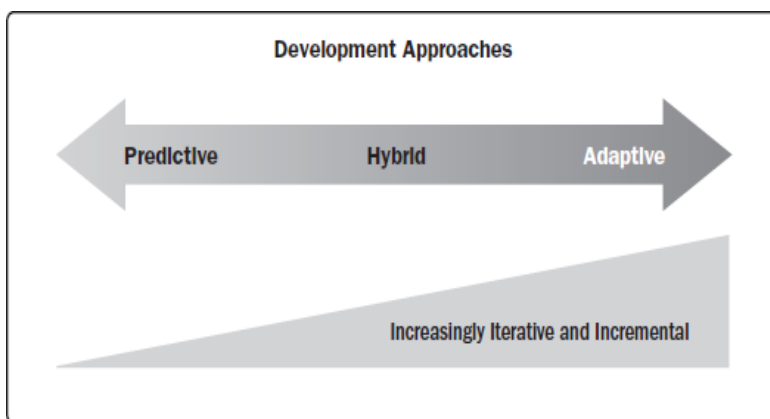
Given that Apoautis develops diverse projects, the life cycles of its products and programs need to be tailored to achieve the organization's objectives and deliver better services to its beneficiaries.

2.2.3.1 Predictive, adaptive, and hybrid projects

Project life cycles are: “The series of phases that a project passes through from its start to its completion” (PMI, 2021, p. 33). The delivery type also determines which approach is more suitable for each project or program, so this will depend on the delivery cadence: single, multiple, or periodic. There are three common development approaches: predictive, hybrid, and adaptive, as seen in Figure 2.

Figure 2

Development Approaches



Note: This figure shows several development approaches based on delivery cadence. From “Development Approaches” by PMI, 2021, PMBOK Guide, p. 35. Copyright 2021. Permission not sought.

A predictive development approach is more useful when: “The project or product requirements can be defined, collected, and analyzed at the start of the project” (PMI, 2021, p. 35). This approach is usually used on large projects that carry significant risks, as it allows the company to plan everything from the beginning, reducing uncertainty and providing a clear path for the project.

In the middle of both sides of the approaches, the predictive and the adaptive, there is another framework for project development: the hybrid approach. This type of development approach combines the other two, selecting elements based on the project to be developed. A hybrid approach is: “More adaptive than a predictive, but less so than a purely adaptive approach” (PMI, 2021, p. 36), usually using an iterative or incremental development approach for projects, depending on the delivery frequency.

On the other side of the development approaches, there is the adaptive approach, which, according to the PMBOK guide, is used when the life cycle: “Requirements are subject to a high level of uncertainty and volatility and are likely to change throughout the project” (PMI, 2021, p. 38). Although this type uses iterative and incremental approaches, iterations are shorter and more frequent, driven by stakeholder feedback, which is particularly useful for organizations with diverse sets of projects or programs.

For a nonprofit organization like Apoautis, the best approach to the project life cycle is an adaptive, or agile, approach, as it operates in a dynamic, changing environment. Additionally, because feedback plays a huge role in the project’s success, the continuity of support and increased stakeholder engagement are crucial.

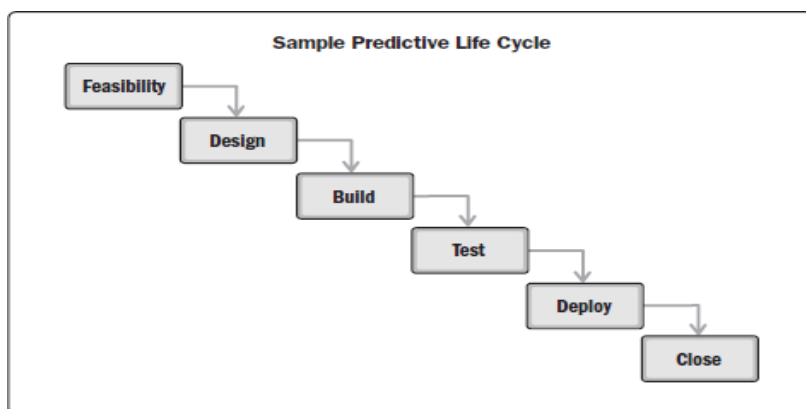
2.2.3.2 Project life cycle

A project life cycle depends on the development approach and the project's phases. Bridges (2025) defines a project life cycle as: “Various phases that a project goes through from inception to completion” (para. 2), with a series of steps that can vary. Nevertheless, most of the significance of a project life cycle tailoring will depend on the project manager. Aston (2025) defines a project life cycle simply as: “A roadmap that will take you from start to finish” (para. 1).

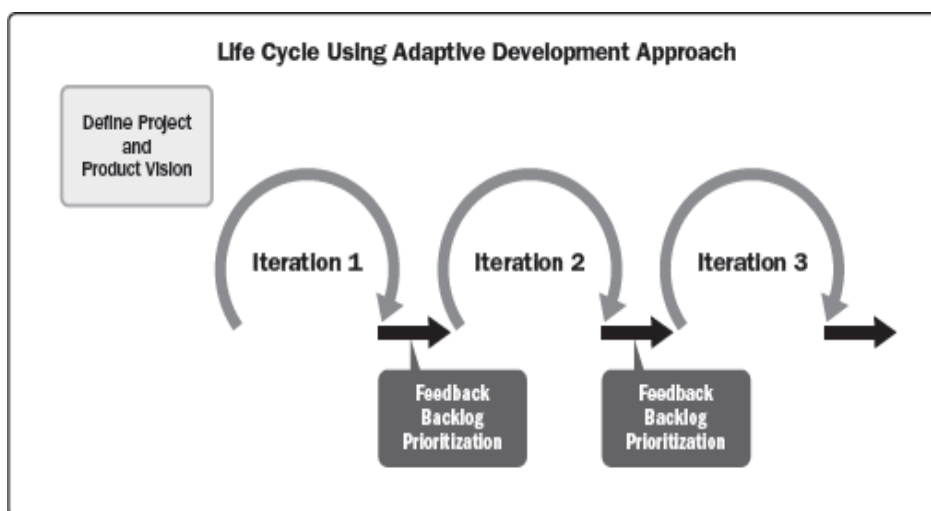
These steps can be modified to fit the needs of each project and its objectives. Some of them might not even need a specific lifecycle design since they: “Use flow-based scheduling, which does not use a life cycle or phases” (PMI, 2021, p. 45). Although phases can vary, most project managers follow common steps, as shown in Figure 3 and Figure 4.

Figure 3

Predictive Project Life Cycle



Note: This image shows the common steps for predictive project life cycles. From “Life Cycle and Phase Definitions” by PMI, 2021, PMBOK Guide, p. 43. Copyright 2021. Permission not sought.

Figure 4*Adaptative Project Life Cycle*

Note: This image shows the common steps for adaptive project life cycles. From “Life Cycle and Phase Definitions” by PMI, 2021, PMBOK Guide, p. 45. Copyright 2021. Permission not sought.

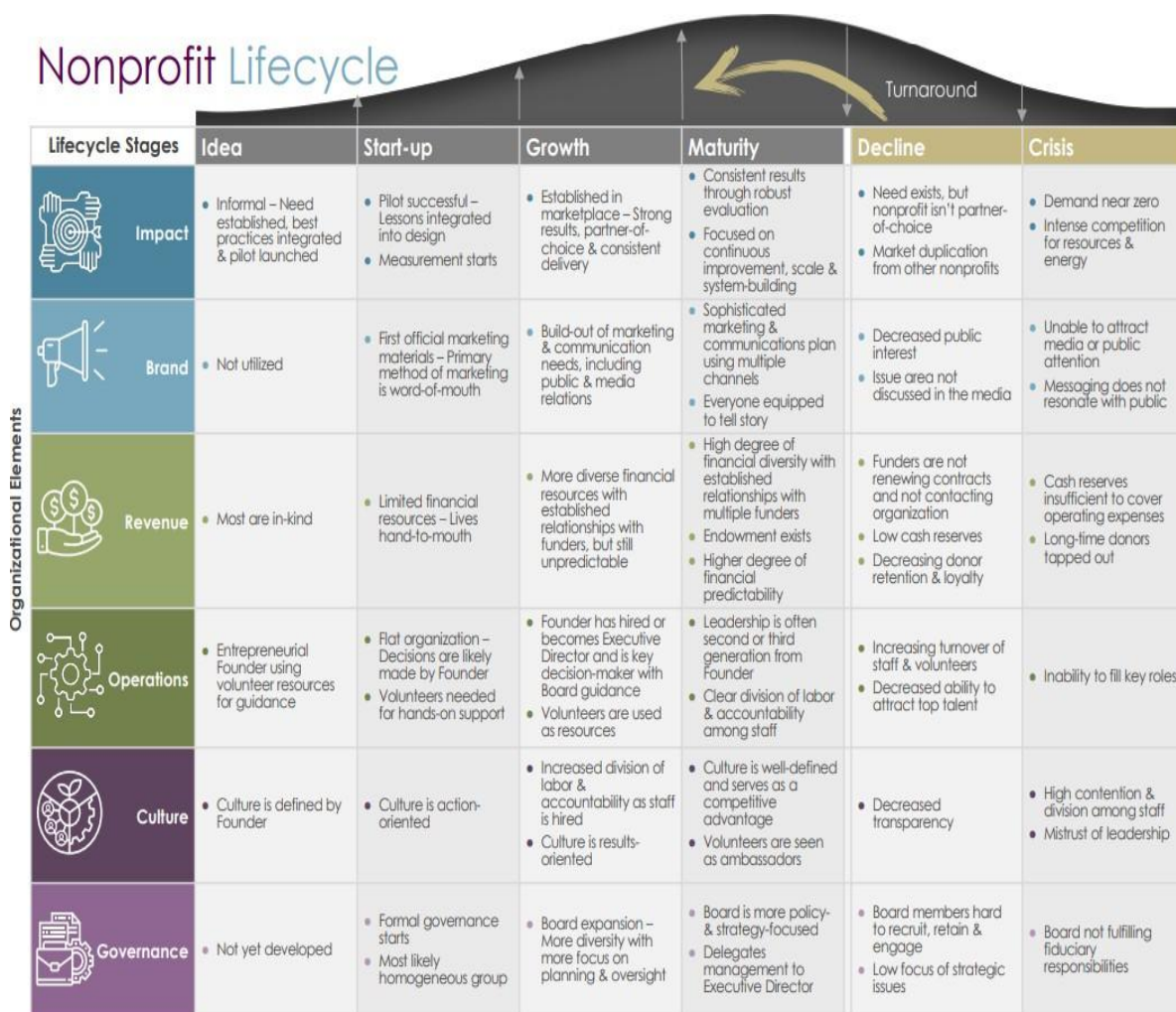
As shown in the figures above, life cycles can differ depending on the number of iterations and the type of project. Furthermore, in the case of nonprofit organizations, the situation can also be quite different. Even though their project life cycle can be similar to others, following specific steps, modifications may be needed depending on their service type or mission.

This is why a hybrid or agile lifecycle can be especially useful for Apoautis, as it can be adapted to every project or service offered. Suzanne Smith (2025) suggests a different type of definition for the lifecycle of NGOs or nonprofit organizations as: “A great way to better understand where your organization is and begin addressing growing pains [...]to create a rate of growth with all the elements of sustainability working in harmony” (para. 4) to achieve their specific objectives.

Smith (2025) defines this Nonprofit Lifecycle as: “The process by which organizations grow and decline through changes in systems and processes that support the organizations’ existence” (para. 5). This lifecycle has six steps or stages, which interact with the six organizational elements as shown in Figure 5.

Figure 5

Nonprofit Life Cycle



Note: This image shows the nonprofit lifecycle. From “Where Do We Go From Here? Using the Nonprofit Lifecycle to Plan Ahead” by Suzanne Smith, 2025, Social Impact Architects website. Copyright 2025 by the authors. Permission not sought.

2.2.4 Project Management

The definition of project management can vary depending on the context, but is usually defined as the: “Application of knowledge, skills, tools, and techniques to project activities to meet project requirements” (PMI, 2021, p. 4). Other authors, like Kerzner (2022), define project management as: “The planning, organizing, directing, and controlling of company resources for a relatively short-term objective” (p. 5). Of course, it is not only about material resources, but project management is also closely related to project team management. Bell (2022) states that project management is: “The leadership of a team to complete the specific goals of a project within set deadlines and budgets” (para. 9). In all these concepts, the project manager is the role actor.

The project manager, as the leading actor in this process, is also conceptualized as a: “Person assigned by the performing organization to lead the project team that is responsible for achieving the project objectives” (PMI, 2021, p. 4). The Standard for Project Management also explains that: “Project managers perform a variety of functions, such as facilitating the project team work to achieve the outcomes and managing the processes to deliver intended outcomes” (p. 4) and reach project objectives.

The primary function of a project manager is to leverage their abilities to ensure project success, adapting their approach to the project's context, objectives, and needs. However, project managers do not work alone; they are also supported by a team of people with distinctive characteristics and abilities that are useful to the project. These actors, as described by Bell (2022) and also part of the project team manager's responsibility, are the project team.

Of course, many of these responsibilities are also shared with the team, which is a: “Set of individuals performing the work of the project to achieve its objectives” (PMI, 2021, p. 5). On this subject, Kerzner (2022) also defines project managers as the actors responsible for delivering the project units: “To communicate cross-functionally toward common goals and objectives” (p. 5), underscoring the importance of the role project managers play. The project manager also has responsibilities related to the project team. Bell (2022), for example, enumerates some of them in Table 1.

Table 1

Comparative Table of Project Manager and Project Team Roles

Comparative Table of Project Manager and Project Team Roles	
Project Manager Responsibilities	Project Team Responsibilities
1. Help determine the project methodology to use.	1. Contribute relevant skills and knowledge to the project work.
2. Ensure a project plan is developed.	2. Complete individual deliverables on schedule.
3. Recruit project staff.	3. Provide subject matter expertise to inform project planning and decision-making.
4. Support and train the project team.	4. Document processes, risks, decisions, and outcomes for lessons learned.
5. Manage deliverables in accordance with the project plan.	5. Collaborate with others on the project team.
6. Aid in the establishment of a project schedule.	6. Communicate in a timely and consistent manner with the project manager and other team members.
7. Support task assignment to project team members.	
8. Communicate with stakeholders.	

Note: Adapted from “Introduction to Project Management Basics,” by Bell (2022), on the Project Management Academy website, created by the author of the PMO proposal.

2.2.5 Project Management Knowledge Areas and Processes

For any project, there are specific processes that must be followed. In project management, these processes are usually defined within the project management knowledge areas, which are further organized into the different process groups to better orient project managers in developing their specific tasks for different projects.

In this section, these knowledge areas and process groups will be enumerated and defined based on recent theories and literature, recognizing that the conceptual development of these theories remains an important part of any project and is typically considered in research topics related to project management and other related areas.

2.2.5.1 Knowledge Areas

The management of any project cannot be improvised; for that reason, project managers implement the Project Management Knowledge Areas (PMKA). These knowledge areas, according to Davidov *et al.* (2023), contain: “Specific processes, practices, input, output, tools, and techniques, and together they complement each other to meet the project’s overall requirements and demands” (p. 139).

The knowledge areas recognized by the project management universe are an important part of project success. There are 10, and each has an important function at every step of the project, interacting with every project process.

2.2.5.2 Project Management Process

Since the project management process cannot be improvised, it requires specific steps, regardless of the project type or the company's objectives. These processes guide the activities that will be developed during the execution of the project from start to closure and are called process groups.

2.2.5.3 Process groups

The Process Groups are the: “Knowledge, skills, and tools [...] grouped into activities or processes” (Kerzner, 2022, p. 3). The PMBOK Guide (2021), in the seventh edition, does not include the knowledge areas and process groups, focusing more on the different domains. Nevertheless, these are still important to include and are shown in Table 2.

Table 2

Project Management Knowledge Areas and Process Groups

KNOWLEDGE AREAS	PROCESS GROUPS
1. Project Integration Management	1. Initiating
2. Project Scope Management	2. Planning
3. Project Schedule Management	3. Executing
4. Project Cost Management	4. Monitoring
5. Project Quality Management	5. Closing
6. Project Resource Management	
7. Project Communications Management	
8. Project Risk Management	
9. Project Procurement Management	
10. Project Stakeholder Management	

Note: Adapted from “Implementation of Project Management Knowledge Areas by Project Managers” by Davidov et al., 2023, Journal of Engineering, Project, and Production Management, 13(2), 139-140, created by the author of the PMO proposal.

2.2.6 Company strategy, portfolios, programs, and projects

Since Apoautis is a nonprofit organization and a type of non-governmental organization, the company's strategy differs from a traditional perspective, as NGOs do not operate with a specific business model. Instead of driving their actions by monetary revenue, Apoautis follows a social impact strategy. Another important aspect is that the organization does not have a clear definition of its portfolios, programs, or projects specifically. However, they are still included within the services the association offers.

Nevertheless, it is important to define these concepts to understand how these three elements interact with each other to create a system for value delivery, which are: "Components [...] that can be used individually and collectively to create value. Working together, these components comprise a system for delivering value that is aligned with the organization's strategy" (PMI, 2021, p. 8). These can help Apoautis clarify their strategy and improve the delivery of value to their members and direct beneficiaries, in line with the objectives each project or program sets to achieve its mission and vision.

2.2.6.1 Portfolio

According to the PMBOK guide, the definition of portfolio is: "Projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives" (PMI, 2021, p. 4). Portfolios are the main packages a company offers, so they are also the largest. The portfolios include all the programs and projects the company has.

2.2.6.2 Program

Programs are described as: “Related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually” (PMI, 2021, p. 4).

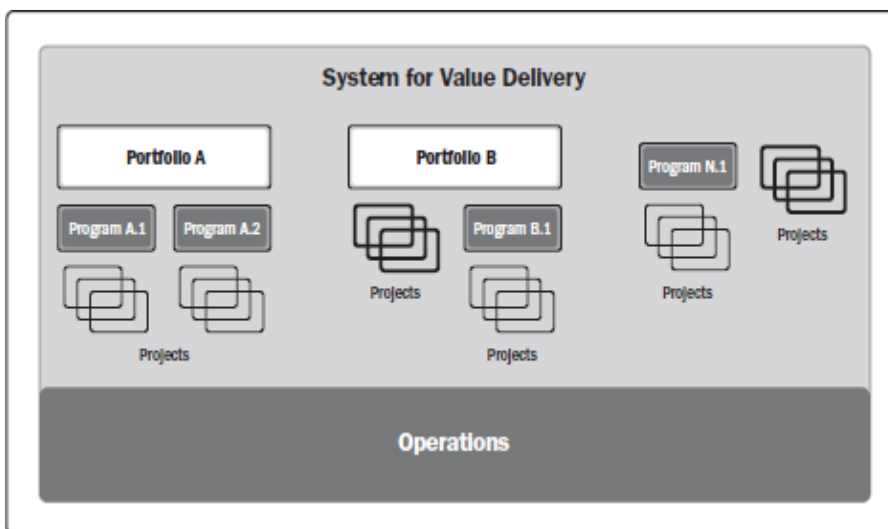
2.2.6.3 Project

A project is a: “Temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates a beginning and an end to the project work or a phase of the project work” (PMI, 2021, p. 4).

Projects are the most minor units of every System for Value Delivery, as shown in Figure 6.

Figure 6

Portfolios, Programs and Projects



Note: This image shows how portfolios, programs, and projects interact to form a system for delivering value. From “Value Delivery Components” by PMI, 2021, PMBOK Guide, p. 9. Copyright 2021. Permission not sought.

2.3 Other applicable concepts related to the project topic and context

2.3.1 *Current situation of the problem or opportunity in study*

Many non-profit organizations face challenges staying on track and increasing the benefits they offer to their target population, which is often a marginalized sector, such as the disability community. Apoautis is an association that works for the benefit of the autistic community and is considered not only the most important but also a pioneering autism organization in the country (Apoautis, 2025). Apoautis provides different services and specialized support for children and adults diagnosed with ASD, or autism spectrum disorder, and their families, also defending their rights to education, health, and social inclusion. Over the years, the institution has expanded its services and programs, helping thousands of autistic people and their families.

Currently, the association lacks a clear management culture, which makes it even harder to create new projects and find sponsors. Their project management processes are still conducted informally, without an explicit, standardized framework for efficiently creating and evaluating projects. This limits the possibility of maximizing their impact and increasing their benefits.

Moreover, the lack of centralized project governance creates inefficiencies and weakens institutional memory, making it difficult to replicate or scale successful programs. The organization also relies heavily on government and other institutional funding, which underscores the need to manage projects professionally to maintain support from these donors.

The current situation and challenges represent an excellent opportunity to strengthen Apoautis's internal, sustainable capacity through the design and implementation of a Project Management Office, which is now an urgent need. Creating a PMO can help Apoautis establish standardized processes, improve project execution, and align resource allocation with strategic objectives, thereby transforming Apoautis into a more self-sustaining organization and increasing funding support. Implementing a PMO represents a key opportunity to increase their likelihood of operating efficiently and overcoming these challenges.

This PMO proposal for Apoautis aims to improve management activities by standardizing project processes, facilitating resource allocation, and increasing their project effectiveness. As Pandey (2024) expresses, a PMO: “Acts as the backbone of an organization’s project management efforts, ensuring that projects are executed efficiently, align with strategic objectives, and deliver tangible business value” (para. 3), to improve governance, support, and alignment with the objectives and mission of the organization.

Another important consideration for implementing a PMO in a non-profit organization like Apoautis is that it increases operational efficiency to achieve strategic goals and delivers greater value. Sawaia (2022) highlights that PMOs can look very different in non-profit organizations, meaning the metrics used to measure efficiency can also differ from those in regular organizations, suggesting other non-financial metrics for this type of NGO and the recovery of the human aspect of these measurements.

2.3.2 *Previous research done on the topic of study*

For many organizations, especially those that rely heavily on external support, project management becomes an urgent need. Different academic and professional studies highlight the importance and benefits of establishing Project Management Offices to increase performance, efficiency, and strategic alignment.

2.3.2.1 Project Management Office

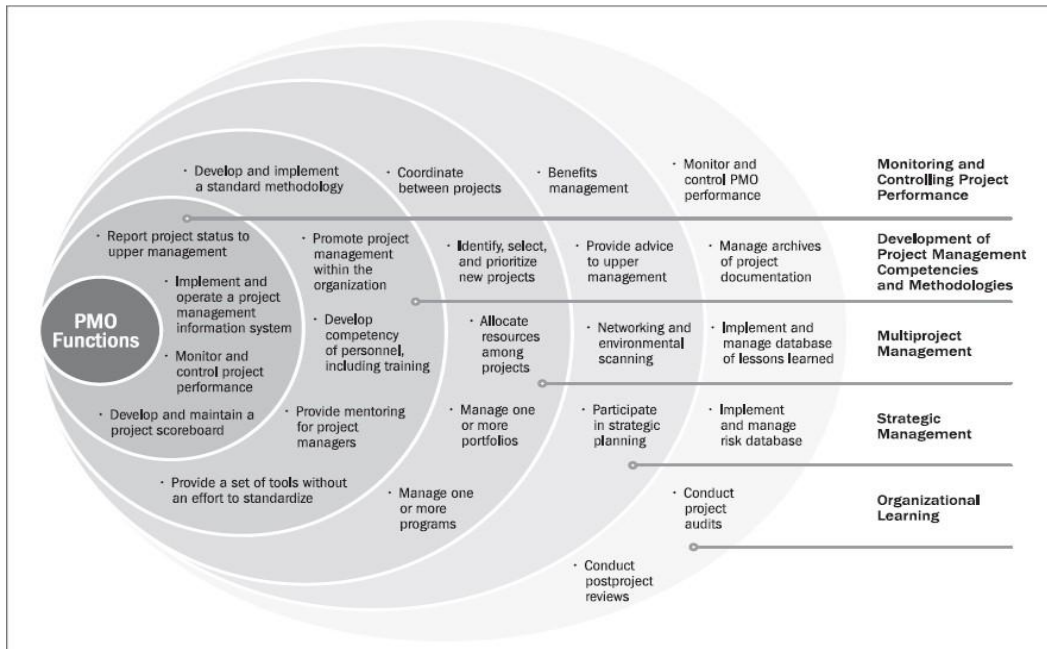
Organizations around the world rely heavily on project management to deliver value to stakeholders or beneficiaries of those projects. In these scenarios, Project Management Offices (PMOs) are an urgent necessity for most types of projects, increasing the likelihood of favorable outcomes. According to Washington (2024), PMOs are important not only for achieving good results but also for understanding the structures, roles, and responsibilities of the team or individuals involved in the project (para. 1), as well as for resource management and allocation.

The concept of a PMO can vary, but it is usually described as: “A centralized function within an organization that establishes and enforces standards, practices, and governance for managing projects” (Pandey, 2024, para. 3), becoming the main support of every management task and aligning with the strategic goals. Pandey also explains that PMO has three key purposes for improving: governance, support, and alignment.

Governance refers to the policies, standards, and frameworks that an organization adheres to. With increased support, the PMO also provides resources to help project teams improve their performance. Alignment refers to a bridge that the PMO builds to ensure the project helps achieve the company's goals.

Project Management Offices also have their own functions, like providing project support, assisting teams, and guiding troubleshooting actions; increasing governance, establishing standards for policies and processes; standardizing a methodology to ensure uniformity in project stages; training and building more capability among teams to stay updated on new methods; and improving resource management by centralizing allocation and optimal use, forecasting the demand to maintain a good level of execution (Pandey, 2024).

Nevertheless, other authors go further and summarize those functions in a single image, as shown in Figure 7, based on Hobbs & Aubry's study (as cited in Monteiro *et al.*, 2024) and in Figure 8.

Figure 7*PMO functions*

Note: From “Project Management Office Typologies, Types, and Functions: A Systematic Analysis of the Literature and Directions for Research,” by Monteiro et al., 2024, p. 4, Project Management Journal, pp. 1-18. Copyright 2024 by the authors. Permission not sought.

Figure 8*PMO Main Functions*

Note: From “The Complete Guide to the Project Management Office,” by Washington, 2024, Acuity PPM. Copyright 2024. Permission not sought.

The Project Management Offices also have distinct roles that must be assumed to increase project efficiency and deliver greater value to stakeholders. Although many roles and actors are involved in PMO processes, the two leading roles are: the PMO Director or Project Management Officer, who is the most essential element, and the project managers, who serve as the primary contact with stakeholders and oversee project schedules and budgets. Pandey (2024) also mentions other roles, such as portfolio managers, PMO analysts, and PMO coordinators.

Another important part of any PMO is the project team, which usually supports the PM Officer with the assigned project tasks. However, for this PMO proposal for Apoautis, considering their limited resources and management immaturity, the PMO proposal will focus only on the PMO Director or Project Management Officer.

2.3.2.2 Project Management Officer

Every project needs a leader who guides it toward success. In some cases, the Project Manager assumes this role, but more specifically, there is another role leader who is crucial to the success of any initiative. This leader is the Project Management Officer (PMO), responsible for developing all activities related to the Project Management Office. Although these two roles might seem similar to the Project Manager's activities, there are fundamental differences between them, as shown in Table 3.

Table 3*Differences between Project Manager and Project Manager Officer*

PROJECT MANAGER	PROJECT MANAGER OFFICER
Leads individual projects.	Support different projects and processes.
Focus on the execution of a specific project.	Focus on governance, methodologies, tools, and training.
Responsibility to achieve project goals, handle resources, and budget.	Responsibility to ensure project alignment with the organizational strategy.
Works with team members and stakeholders.	Works with different project managers and departments.
Reports to sponsors.	Reports to the PMO Director or senior management.
Uses the tool provided by the PMO.	Designs tools and templates.

Note: This table presents the functions of the Project Manager and Project Management Officer, adapted from the PMBOK Guide (2025), created by the author of the PMO proposal.

PMO functions can be overly complex, depending on the context, and sometimes overlap with or confuse the project manager's role. However, the main difference between these two roles is that the project manager is driven by achieving a specific goal. At the same time, the PMO focuses on ensuring that all project managers and their teams have a clear, safe path to project success. This means that the PMO has a broader range of responsibilities within an organization than the project manager, whose accountability is usually limited to a specific assigned project.

2.3.2.3 Types of PMOs

In addition to the diverse set of characteristics a Project Management Officer should possess, there are distinct types of Project Management Offices depending on the level of authority the organization needs for this role within its specific structure. Monteiro *et al.* (2016, as cited in Monteiro *et al.*, 2024) describe three different PMO types: supportive, controlling, and directive. Other authors, such as Pandey (2024), also follow this three-type framework and describe each type for better understanding.

A Supportive PMO, for example, provides advisory and tools to teams without forcing, and fits better for organizations that are starting with their project management tasks by offering better project management practices and documentation support. The second type, a Controlling PMO, establishes methods and frameworks to comply with project requirements. This type works better for organizations that want standardized practices and balance flexibility with organizational governance.

On the other hand, a Directive PMO takes complete control of the projects, assigning managers and supervising from start to finish. This last and most potent type of PMO is better suited to organizations that manage complex projects and prioritize accountability (Pandey, 2024). The types, of course, are not static and can advance in their level of control as the organization progresses and its governance matures.

2.3.2.4 PMOs and organizational maturity/performance

The maturity model is a familiar concept that helps evaluate how well project management can be integrated into the organization, thereby improving its project delivery capabilities. PMO maturity is defined as: “The sophistication and effectiveness with which a PMO delivers its services and contributes to organizational success” (PMI, 2025, p. 83). To help structure this PMO proposal, it is important to understand how this concept helps to orient the path to improve PMO performance.

The PMI also highlights two common myths about this subject: the first is that many people believe that just having a PMO elevates its maturity. The second is that a PMO evolves from an operational to a strategic approach without considering the customer's real needs when choosing a growth path. A truly mature PMO grows when its services deliver more value by better satisfying its customers' needs and align with the organizational context (PMI, 2025). Therefore, it is important to align organizational needs with PMO services to create not just successful outcomes or deliver excellent technical services, but also increase the delivery of value.

There are also several tools to assess this PMO maturity that can be tailored to the organization. The PMI (2022) published a report titled “The PMI and PwC Maturity Index”, highlighting important characteristics of high-level PMO maturity organizations worldwide. This consists of a series of items divided into five dimensions, as shown in Figure 9.

Figure 9*PMO Maturity Index Dimensions*

Note: From “PMO Maturity: Delivering Organizational Value Through Project Management” by PMI, 2022, p. 3. Copyright 2022. Permission not sought.

For this research, these 23 characteristics were used to determine Apoautis' PMO maturity level, with higher scores indicating better project management maturity and readiness to implement PMO processes. These 23 items, divided into the five dimensions mentioned above, are shown in Figure 10.

Figure 10*The PMI and PwC Maturity Index***Governance:**

- Consistently measuring and regularly reviewing performance
- Effectively managing governance, risk, and compliance issues
- Ensuring project visibility (e.g., regular status reports, shared dashboards, stakeholder communications)
- Undertaking all roles and responsibilities with support from leadership
- Contributing to the development of strategy

Integration and Alignment:

- Effectively managing project integration (e.g., coordinating tasks, resources, stakeholders)
- Integrating PMO processes across business functions (e.g., procurement, human resources, etc.)
- Fully aligning initiatives and KPIs to the wider organization's critical strategic and change goals
- Regularly engaging with senior leaders and communicating the milestones and impacts of projects

Processes:

- Standardizing and documenting PMO structure, policies, procedures, processes, etc.
- Adapting project management tools, methodologies, and practices to different projects and teams
- Using tools, methodologies, and practices in alignment with industry standards and best practices
- Driving a benefits management and outcome-driven culture (e.g., developing a benefits realization framework)
- Providing formal assurance on the quality of processes, methodologies, approaches, and structures

Technology and Data:

- Using the latest project-level tools
- Using the latest portfolio/program-level tools
- Using data extensively to make evidence-based decisions

People:

- Developing strong personal skills like leadership, collaboration, and relationship building in project managers
- Developing flexibility and adaptability in project managers
- Developing strong business acumen skills in project managers
- Investing in learning and development for project managers
- Strengthening internal learning through creating communities of practice and knowledge management
- Adequately assessing, recognizing, and rewarding the performance of team members

Note: From "PMO Maturity: Delivering Organizational Value Through Project Management" by PMI, 2022, p. 4. Copyright 2022. Permission not sought.

According to Landau (2024), the most adopted maturity levels are divided into five scales and are described as follows:

- **Level 1 - Initial Process:** The organization has no standardized or consistent processes, teamwork efficiency is low, and projects rely on a single or a few individuals.
- **Level 2 - Structured Process and Standards:** The organization is beginning to standardize processes; larger projects are measured and monitored, but smaller activities remain inconsistent.
- **Level 3 - Organizational Standards:** Processes are documented and integrated; employees are trained; their performance is reviewed; and projects are completed on time and on budget.
- **Level 4 - Managed Process:** Organization has metrics, tracking, and controls; teams communicate effectively during project execution .
- **Level 5 - Optimizing Process:** Processes are continually established and improved to mitigate risks. This higher level takes years to be achieved.

These levels represent the road an organization needs to follow to achieve a higher level of project management maturity and PMO processes or service delivery. For most companies, these will take years of experience to achieve, but the main goal is to optimize the PMO (Landau, 2024).

Since Apoautis does not have a Project Management role or a Project Management Office, these 23 items will be adapted and used to assess the association's readiness to implement project management and PMO processes in line with its strategic goals and activities.

2.3.2.5 PMOs in non-profit organizations

Measuring performance in nonprofit organizations becomes more complex because their operational goal is not financial income to make the owner or the activist richer. In nonprofit organizations, the goal is driven by their mission, which is usually focused on creating a positive social impact or providing direct benefits to vulnerable sectors. Consequently, their project management culture or PMO operations will be guided more by intangible values, and their performance indicators are usually connected to more subjective results.

Unfortunately, as Sawaia (2022) explains, there is no consensus on this subject, considering that it is a relatively new theory. Along with understanding this dilemma, Sawaia explains that it becomes more complex: “Given the difficulty of linking operational data (tangible) to organizational (non -tangible) goals” (p. 12), but also highlights how crucial it is for a nonprofit organization to learn to evaluate its performance not only based on financial results.

Furthermore, Sawaia (2022) concludes that the first step is to: “Evaluate the non-profit’s achievements by quantitatively measuring the outcomes and impacts derived from organizational inputs and activities” (n. p.), linking Key Performance Indicators (KPIs) with qualitative metrics such as the donor’s perception or community impact. These metrics will also depend on the organization’s activities and goals. However, some factors to consider include: customer satisfaction, nonprofit overall performance, service quality, community growth, staff satisfaction, training, internal and external recognition, and organizational culture (Sawaia, 2022).

The definition of these performance measurements and metrics is a collaborative effort that should be undertaken with all stakeholders to ensure the information is accurately captured and tailored to the organization, thereby improving the effectiveness of these tools. It is also important to list them and categorize them clearly for this PMO proposal. Sawaia (2022) also provides examples of performance measures used for nonprofit organizations in five distinct categories, as shown in Table 4.

Table 4

Examples of Performance Measures for Nonprofit Organizations

CATEGORIES	PERFORMANCE MEASURES
Inputs	Number of services alignments with mission statements. Number of staff at each of the therapy centers. Number of new therapy centers.
Activities	Number of therapies at each center. Increase in autism assessments done. Number of awareness events developed during the year. Increase in attendance at the association meetings. Increase in the number of trained professionals at each therapy center.
Outputs	Increase in the donations made to the association. Increase in the number of beneficiaries at each center. Number of schools' capabilities to foster educational inclusion.
Outcomes	Increase in the number of professionals trained with new autism evaluation methodologies. Number of new autistic students included in regular education. Number of therapy services offered to beneficiaries.
Impacts	New Therapy centers that began operations. Increase awareness events in public attendance. Increase in public media coverage of events and activities.

Note: Adapted from the article "The PMO as Performance Driver for Non-Profit Organizations: From Operational Data to Strategic Goals," by Sawaia, 2022, Journal of Digital Innovation for Humanity, pp. 1-12, created by the author of the PMO proposal.

2.3.2.6 PMOs and sustainability impact

In today's world, companies care more about the impact their operations have on their surrounding communities. An important concept gaining greater relevance under these new organizational visions is sustainability. Although it is not as new as some might think, its implementation is still trending among most businesses, and applying this concept to PMO is even more innovative.

Some authors, such as Silvius (2021), emphasize the importance of sustainability in PMOs and the urgent need to embed these concepts across all business practices. Moreover, Silvius highlights the key role the PMO has in the adoption of these sustainable practices within organizations. Unfortunately, there is not enough research done on this specific subject, making this theory even more complicated to develop. Silvius also enlists several dimensions or principles related to sustainability, including social and environmental balance, values and ethics, transparency and accountability, stakeholder orientation, risk reduction, proper waste elimination, and the importance of consuming income rather than capital. These principles guide socially responsible organizations toward sustainability practices to help them maintain a positive impact in their communities.

To implement these principles, the PMO plays a considerable role, and although there is not much information written about this, Silvius (2021) later concludes, with their own research and experience, that a PMO can actually: "Provide guidance and advice on the application of sustainability in projects" (p. 1074). For that reason, they must develop their sustainability knowledge to take this leading role in the organization.

These sustainable PMO practices can be implemented in any organization, especially those that work for the benefit of the community or a specific sector of society. With the growing emphasis on social responsibility in business practices, this subject is becoming increasingly well-known. Nevertheless, if another variable is added, such as nonprofit or NGO companies, the subject becomes even more complex, like navigating in mysterious lands in complete darkness.

Nevertheless, fortunately, some research has already begun on considering these three concepts together (PMO + sustainability + nonprofit) and how they interact, laying the groundwork for new theories on how to create sustainable PMO processes in nonprofit/NGO organizations to increase their positive impact.

Regarding this specific subject, for example, some authors, such as Pyanov *et al.* (2021), argue that achieving a high level of sustainability in NGOs can help them thrive in the real economy and rapidly changing environments. To achieve this, NGOs also need to improve their financial and organizational mechanisms in alignment with their objectives and impact priorities. Another thing Pyanov *et al.* (2021) consider significant for increasing nonprofit proficiency is good governance, which means NGOs need a high-quality board of directors that cares about their mission and aligns their own work and functions accordingly.

In nonprofit organizations, such as Apoautis, although the ultimate authority is usually the General Assembly, they delegate the power to make important decisions to the Central Board of Directors.

2.3.3 Other theories related to the topic in the study

There are also additional theories that can help better understand not only the labor of Autism but also support the PMO proposal and explain why this is so important for this organization. To develop practical PMO implementation guidelines, it is also necessary to understand the organization's deep motivations and the driving force behind its mission. For this reason, two main concepts will be explained and summarized:

- 1. Disability:** from a social model of disability and a human rights perspective.
- 2. Autism Spectrum Disorder:** from a neuro-affirmative perspective, recovering the voices of the Autistic Community.

2.3.3.1 Disability

The vision of disability has shifted immensely during these past decades, changing the perspective from a medical model that considered people with disabilities as defective humans to the social model of disability that recovers the dignity of this sector, giving them a voice and considering them as any other human, a person subject to rights. Currently, the concept of disability is described by the United Nations (UN, 2022) as a condition that: “Results from the interaction between persons with impairments and attitudinal and environmental barriers that hinders their full and effective participation in society on an equal basis with others” (p. 11), making society accountable for breaking those barriers that limit people with disabilities instead of blaming the person itself.

Although there could be an unlimited number of conditions that can create a substantial limitation for someone to be fully included in society, the term for people with disabilities describes four basic types: physical, mental, intellectual, or sensory impairments (UN, 2022). Of course, since this is an evolving concept, it could change in the future, but for a better understanding, disabilities are classified into these four categories.

Some other worldwide institutions have added a new category of disabilities to the disability sector in recent years as well. This other category is called Psychosocial Disabilities, and according to the World Health Organization (WHO, 2015), this refers to disabilities of those: “Diagnosed or perceived mental health conditions and/or intellectual impairments, which may also be caused by stigma, discrimination and exclusion” (p. 13). One of the main conditions included under this umbrella is Autism Spectrum Disorder (ASD), and when this diagnosis is accompanied by an intellectual/mental disability or more than one disability is present in the same person, they are considered a person with multiple disabilities.

Many of these changes in the vision of disability have arisen from the voices of people with disabilities because institutions are changing now from a first-person perspective, listening to the real experts, the people who live day by day with their own condition. The Social Model of Disability, for example, sees people with disabilities as: “Full members of society who have important contributions to make to their families and community” (UN, 2022, p. 15). They can reach their full potential when they have the proper support and social barriers are broken.

Furthermore, regarding psychosocial disabilities, the exclusion and stigma are even larger, facing: “Poverty, stigma, discrimination, social exclusion, and a lack of community services and resources” (WHO, 2015, p. 15). For these reasons, theories such as the Human Rights Approach are critical, as they focus on removing barriers that prevent full inclusion in society. Apoautis supports these new perspectives about disabilities, focusing on the well-being of autistic children, promoting their rights and social inclusion, giving them opportunities for their voices to be heard, and providing them with integral therapies so they can reach their full potential.

2.3.3.2 Autism Spectrum Disorder

Understanding of autism has evolved over the years, thanks to medical advancements and research. This has brought many benefits for those diagnosed with this disorder. However, there are still many challenges to overcome for the autistic community and their families to create awareness and achieve their full inclusion as the valuable members of society they are.

Recognizing the effort of the autistic community, this document includes both terms, “autistic person” and “person with autism,” respecting identity-first and person-first language; both valid points of view on the term. Also, a neuro-affirmative language is used, considering that this standpoint, based on the neurodiversity perspective, is more respectful for autistic people and, according to the Autism Self Advocacy Network (ASAN, 2020), this theory sustains: “The idea that humans have all kinds of brains” (p. 69) and all of them are equally valid.

The American Psychiatric Association (APA, 2013), in the fifth edition of their Diagnostic Manual of Mental Disorders (DSM-5), defines Autism Spectrum Disorder (ASD) as a condition : “Characterized by persistent deficits in social communication and social interaction across multiple contexts, including deficits in social reciprocity, nonverbal communicative behaviors used for social interaction, and skills in developing, maintaining, and understanding relationships” (p. 31).

Although many people, especially autistic people, disregard this conceptual description of autism because it increases the stigma of the condition, focusing only on the challenges and perpetuating a medical model vision of disability, ASAN, on the other hand, describes autism as a divergent neurodevelopmental condition, which means that the person is born and will live their entire life with it (ASAN, 2020), giving a more human look at the term.

Autism is included in the category of psychosocial disabilities, but it can interact with other comorbidities, such as intellectual disabilities or exceptionalities, and other medical conditions. Some of the differences that an autistic person can have are variabilities in their way of thinking (ASAN, 2020), special interests, executive functioning, having meltdowns and shutdowns, sensory processing difficulties, stimming, motor skills challenges, speaking or language alterations, communication difficulties, socializing differences, and other daily task challenges. Many of these traits depend on the level of support the autistic person has. For example, a non-speaking autistic child might need more support with daily life tasks, but this does not mean that a level 1 will need less support in other aspects of their life, such as school, work, or social interactions.

Autistic people can also have many other co-occurrences along with their ASD diagnosis. According to ASAN (2020), the most common ones are:

1. Learning Disabilities: intellectual disability, dyspraxia, dyslexia.
2. Mental Health Disabilities: Depression, Anxiety, schizophrenia.
3. Other developmental disabilities or conditions: Attention Deficit Disorder (ADD), Down Syndrome, and Cerebral Palsy.
4. Other medical conditions: sleeping and digestive disorders, epilepsy.
5. Other disabilities, such as deafness, blindness, or physical disabilities.

Depending on the interaction of ASD with other conditions like the ones mentioned before, an autistic person can be categorized into three diverse levels of support need:

1. Level 1: minimal requirement of support. This level typically will need less support for daily life tasks but more support in other areas, such as mental health and social relationships. Most of the autistic people included in this level are verbal and have a typical or high cognitive level.
2. Level 2: requires substantial support. This is an intermediate level that can include those who need additional support in both their daily life tasks and social relationships. Many individuals at this level will be verbal; others may use AAC devices to communicate.
3. Level 3: requires very substantial support (APA, 2013). Autistic people at this level need support in their daily life tasks and are usually non -talking or using AAC. Also, many have co-occurrences that compromise their overall functioning and health.

3 METHODOLOGICAL FRAMEWORK

To conduct successful research, a range of methods and information sources must be used to collect pertinent data, with tools varying depending on the investigation. For this PMO proposal, these sources, methods, and tools are described accordingly and aligned with the research purposes. Also, assumptions and constraints about the research are listed and explained.

3.1 Information sources

Depending on the type of research, many sources of information can be used during data collection. These sources from which the researcher obtains data can include written documents, information obtained from other people, or other media. Information sources can be divided into two types: primary and secondary sources, depending on where the information was obtained (Kalani, 2023). For this PMO proposal, both information sources will be used.

3.1.1 Primary sources

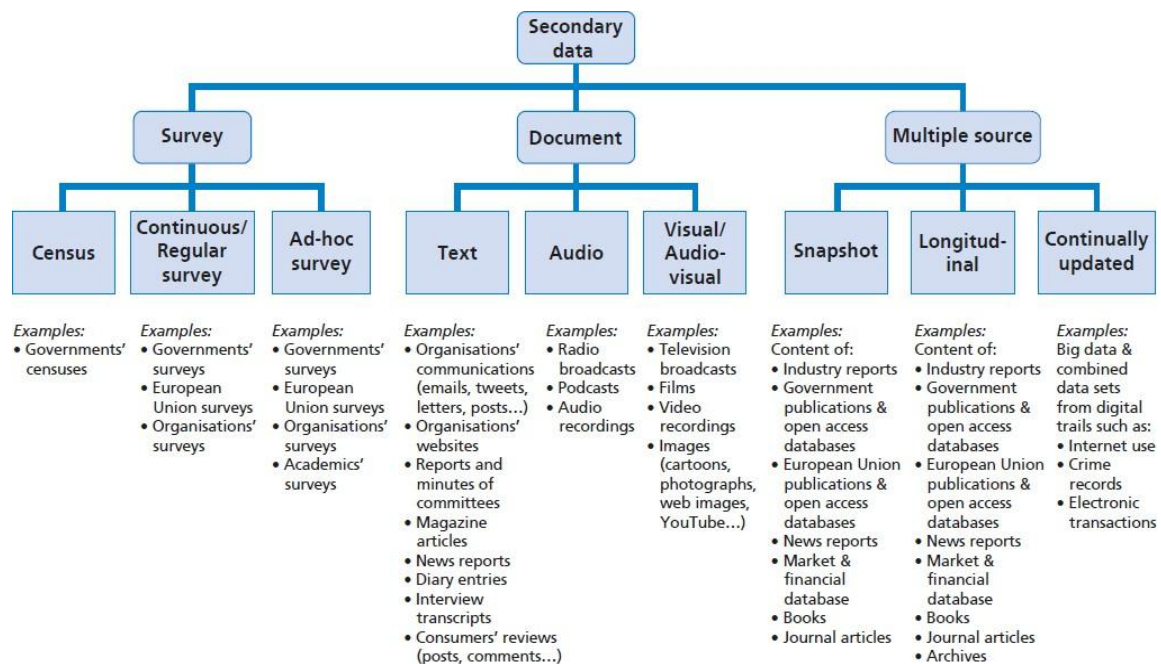
To develop this PMO proposal, first-hand or primary information will be used to obtain pertinent data. Primary sources are described as those: “Which contain original information that has been published, reported, or recorded for the first time. Primary sources include raw data, new interpretation of previously known facts or idea” (Kalani, 2023, p. 38). According to Saunders *et al.* (2022), primary data is collected by the investigator for that specific research project. This information is obtained from interviews, questionnaires, observation, or other field activities.

3.1.2 Secondary sources

Other sources of information are also handy for investigators, but, unlike primary sources, they contain data collected for a purpose other than the specific investigation, as explained in Saunders *et al.* (2022). This information can be collected from sources and categorized by type, as shown in Figure 11.

Figure 11

Types and examples of Secondary Data



Note: This image shows distinct types of secondary data and some examples. From "Chapter 8: Obtaining and evaluating secondary data" by Saunders et al., 2022, Research Methods for Business Students, p. 346. Permission not sought.

The specific sources that will be used for the development of this PMO proposal are described in Table 5. These are divided into primary and secondary, based on the specific objective each will address.

Table 5*Information Sources*

OBJECTIVES	INFORMATION SOURCES	
	PRIMARY	SECONDARY
1. To analyze the maturity and organizational needs of the nonprofit organization Apoautis in Honduras to define their basic elements for the development of a successful PMO.	Interview with the President of the Board of Directors. Questionnaire applied to the Presidents of the Board of Directors of each subsidiary center.	Internal documents and website. Academic documents.
2. To identify the characteristics, functions, position within the organizational structure, and level of authority of a PMO in Apoautis to fulfill an adequate professional profile.	Interview with the President of the Board of Directors.	Internal documents and website. Academic documents.
3. To create a detailed proposal for a Project Management Office at Apoautis, considering the organizational needs, capacities, and strategic goals to increase project implementation and organizational sustainability.	Interview with the President of the Board of Directors.	Internal documents and website. Academic documents.
4. To evaluate the expected benefits and challenges of the implementation of the PMO to determine probable results.	Interview with the President of the Board of Directors.	Internal documents and website. Academic documents Previous Thesis on the subject.

Note: This table lists all information sources by origin and categorizes them by specific objective, created by the author of the PMO proposal.

3.2 Research methods

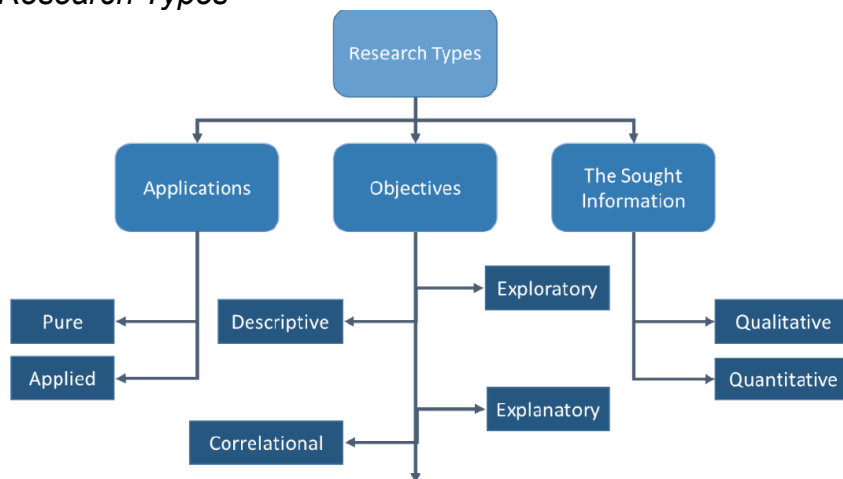
As researchers use a diverse range of sources to obtain information, they also analyze this information using different methods. Saunders *et al.* (2022) define method as the: “Procedures and techniques used to obtain and analyse research data”, and methodology is the: “Theory of how research should be undertaken, including the theoretical and philosophical assumptions upon which research is based and the implications of these for the method or methods adopted” (p. 824).

These approaches can be quantitative or qualitative, and the: “Mixture of these two methods is known as mixed-method” (Taherdoost, 2022, p. 54). For the development of this PMO proposal, a mixed research method will be used.

Principal research types are also shown in Figure 12.

Figure 12

Research Types



Note: This image shows common research types. From “What are Different Research Approaches? Comprehensive Review of Qualitative, Quantitative, and Mixed Method Research, Their Applications, Types, and Limitations” by Taherdoost, 2022 Journal of Management Science & Engineering Research, 5 (1), pp. 53-63. Permission not sought.

3.2.1 Quantitative method

To analyze numerical data from sources, a quantitative method is needed. This method is defined by Saunders *et al.* (2022) as: “Any data collection procedures (such as a questionnaire) or analysis techniques (such as graphs or statistics) that generate or use numerical data” (p. 182). For this PMO proposal, quantitative methods are used to analyze numerical data from the questionnaires applied.

3.2.2 Qualitative method

To analyze information from sources containing non-numeric data, a qualitative method is used. Saunders *et al.* (2022) also define this as: “Any data collection procedures (such as an interview or unstructured observation) or analysis techniques (such as narrative analysis or grounded theory) that generate or use non-numerical data” (p. 182). For this PMO proposal, qualitative methods are used to analyze documents and other literature sources for each project objective.

A mixed approach is a combination of quantitative and qualitative methodologies that are based on: “The purpose of the study and the nature of the research question aiming to provide a better understanding of the subject” (Taherdoost, 2022, p. 55). Mixed methods will be used in this PMO proposal for the analysis of literature and documentation; a semi-structured interview with the President of the Board of Directors; and questionnaire data from all the Presidents of the Board of Directors across the five subsidiary centers nationwide. These research methods are shown in Table 6.

Table 6*Research Method*

OBJECTIVES	RESEARCH METHODS	
	QUANTITATIVE	QUALITATIVE
1. To analyze the maturity and organizational needs of the nonprofit organization Apoautis in Honduras to define their basic elements for the development of a successful PMO.	Quantify data obtained from questionnaires applied to the boards of directors and employees to enumerate important organizational needs.	Analyze an interview with the President of Apoautis to determine organizational needs and PMO maturity level. Analyze website and internal documents to create an Organizational Chart.
2. To identify the characteristics, functions, position within the organizational structure, and level of authority of a PMO in Apoautis to fulfill an adequate professional profile.		Analyze the interview with the President of Apoautis to determine the main PMO profile and the level of authority. Analyze external sources to describe a level of authority and create a PMO profile.
3. To create a detailed proposal for a Project Management Office at Apoautis, considering the organizational needs, capacities, and strategic goals to increase project implementation and organizational sustainability.	Analyze and quantify data on the SDGs obtained from the interview with the President of Apoautis and the sustainability assessment to determine the impact before and after PMO implementation.	Analyze the interview with the President of Apoautis to create a tailored PMO proposal. Analyze organizational documents to design a tailored PMO proposal. Analyze other external sources to create a sustainability analysis.
4. To evaluate the expected benefits and challenges of the implementation of the PMO to determine probable results.	Analyze and quantify information from internal documents to determine PMO implementation cost.	Analyze an interview with the President of Apoautis to evaluate benefits and challenges. Analyze organizational documents to tailor the implementation plan. Analyze other external sources to create an implementation plan.

Note: This table lists the research methods to be used and categorizes them into quantitative and qualitative designs, created by the author of the PMO proposal.

3.3 Tools

Several tools are used in research methodologies, which are the instruments that, according to the Institute of Behavioral Neurosciences and Psychology (CIBNP, 2024), are: “Used to gather, measure, and analyze data in research studies. These instruments are crucial for obtaining accurate and reliable information, which forms the basis for drawing valid conclusions and making informed decisions” (para. 1). For this PMO proposal, some of the tools that will be used are secondary data analysis, semi-structured interviews, questionnaires, and expert judgment.

Secondary data analysis is the breakdown of information that already exists, collected and analyzed by the investigator with the specific purpose of the research or investigation (CIBNP, 2024). This PMO proposal uses secondary data analysis to review information related to the organization.

Interviews are: “Conversations between a researcher and a participant aimed at gathering in-depth information” (CIBNP, 2024, para. 3). Interviews can be classified as structured, semi-structured, and unstructured. For this PMO proposal, a semi-structured interview will be used, with specific guiding questions and some flexibility if necessary. Also, the interviewer will sign a consent form (Restrepo, 2018) to protect the interviewee's rights and the integrity of the information.

Questionnaires are defined as: “Tools consisting of a series of questions designed to gather information from respondents” (CIBNP, 2024, para. 2). For this PMO proposal, a questionnaire will be applied to the Presidents of the Board of Directors of each of the subsidiary centers to measure the level of maturity Apoautis has now.

Furthermore, expert judgment is a critical review methodology used to evaluate and provide an opinion on a specific subject based on previously obtained information, a literature review, and the evaluator's expertise. According to Saunders *et al.* (2022): "Critical review provides the foundation on which [...] research is built" (p. 78), helping develop an insight into the subject. Expert judgment will be used to analyze all information obtained through the data collection tools and to process it into the PMO proposal.

The tools to be used and included in this PMO proposal are described in Table 7.

Table 7

Tools

OBJECTIVES	TOOLS
1. To analyze the maturity and organizational needs of the nonprofit organization Apoautis in Honduras to define their basic elements for the development of a successful PMO.	Semi-structured interview Questionnaire Secondary Data Analysis Expert judgement
2. To identify the characteristics, functions, position within the organizational structure, and level of authority of a PMO in Apoautis to fulfill an adequate professional profile.	Semi-structured interview Secondary Data Analysis Expert judgement
3. To create a detailed proposal for a Project Management Office at Apoautis, considering the organizational needs, capacities, and strategic goals to increase project implementation and organizational sustainability.	Semi-structured interview Secondary Data Analysis Expert judgement
4. To evaluate the expected benefits and challenges of the implementation of the PMO to determine probable results.	Semi-structured interview Secondary Data Analysis Expert judgement

Note: This table shows the tools used for this research, created by the author of the PMO proposal.

3.4 Assumptions and constraints

Multiple obstacles can pose problems for researchers. The main ones are the assumptions and constraints related to the problem of investigation. An assumption is a belief: “That is considered to be true, real, or certain, without proof or demonstration” (PMI, 2021, p. 235), which can lead to false conclusions about the research. These assumptions are:

- 1. Available organizational information:** Analysis information will be available, and Apoautis will provide any additional data needed.
- 2. Need for a PMO proposal:** There is a clear need for a PMO to improve project coordination and sustainability in Apoautis.
- 3. Enough weekly research time:** Research activities will total around 20 hours per week during the FGP development.
- 4. Feasible PMO Proposal:** This PMO proposal is feasible for Apoautis and will improve the organization's sustainability.

Along with the assumptions, there are also different constraints. A constraint is a: “Limiting factor that affects the execution of a project, program, portfolio, or process” (PMI, 2021, p. 237). For this proposal, the constraints are:

- 1. Limited staffing:** Only the organization's president is actively collaborating on the proposal development.
- 2. Limited development time:** To develop the PMO proposal (three months).
- 3. Limited funds:** Funds may not be sufficient due to Apoautis's current financial situation.
- 4. Scarce nonprofit PMO information:** Insufficient detail on PMO proposal models for nonprofit disability organizations.

For this PMO proposal, several assumptions and constraints could impact the development process if not addressed effectively. Assumptions and constraints are listed by objective in Table 8.

Table 8

Assumptions and constraints

OBJECTIVES	ASSUMPTIONS	CONSTRAINTS
1. To analyze the maturity and organizational needs of the nonprofit organization Apoautis in Honduras to define their basic elements for the development of a successful PMO.	Organizational information is available. Need for a PMO proposal. Enough weekly research time.	Limited staffing. Scarce nonprofit PMO information.
2. To identify the characteristics, functions, position within the organizational structure, and level of authority of a PMO in Apoautis to fulfill an adequate professional profile.	Organizational information is available. Need for a Project Manager Officer. Enough weekly research time.	Scarce nonprofit PMO information. Limited funds.
3. To create a detailed proposal for a Project Management Office at Apoautis, considering the organizational needs, capacities, and strategic goals to increase project implementation and organizational sustainability.	Organizational information is available. Need for a PMO proposal. Enough weekly research time. Feasible PMO Proposal.	Limited development time. Limited funds. Scarce nonprofit PMO information.
4. To evaluate the expected benefits and challenges of the implementation of the PMO to determine probable results.	Need for a PMO proposal. Feasible PMO Proposal.	Limited funds.

Note: This table lists the assumptions and constraints identified for this PMO proposal, created by the author of the PMO proposal.

3.5 Deliverables

The result of the investigation is a deliverable, defined as a: “Unique and verifiable product, result, or capability to perform a service that is required to be produced to complete” (PMI, 2021, p. 239) a project. Deliverables included are:

1. **Organizational Chart:** modified with the PMO department.
2. **PMO Profile:** roles, responsibilities, and level of authority.
3. **Implementation Plan:** detailed information about PMO development.

The deliveries to be developed during this PMO proposal are listed in Table 9 for each objective.

Table 9

Deliverables

OBJECTIVES	Deliverables
1. To analyze the maturity and organizational needs of the nonprofit organization Apoautis in Honduras to define their basic elements for the development of a successful PMO.	Organizational Chart modified with the PMO.
2. To identify the characteristics, functions, position within the organizational structure, and level of authority of a PMO in Apoautis to fulfill an adequate professional profile.	PMO profile with detailed roles, responsibilities, and level of authority.
3. To create a detailed proposal for a Project Management Office at Apoautis, considering the organizational needs, capacities, and strategic goals to increase project implementation and organizational sustainability.	PMO Proposal tailored accordingly.
4. To evaluate the expected benefits and challenges of the implementation of the PMO to determine probable results.	Implementation Plan

Note: This table lists the deliverables that will be produced during the development of this PMO proposal, created by the PMO proposal's author.

4 RESULTS

This chapter presents the results from data collection and the development of each objective. The general objective of this final graduation project is to develop a proposal for the successful implementation of a Project Management Office at Apoautis Honduras to improve project planning, execution, and monitoring, thereby enhancing organizational sustainability.

To develop this research, a semi-structured interview was drafted to gather essential information needed for every objective. Also, a questionnaire was applied to measure PMO maturity. These two primary data tools collected the information needed to develop all deliverables and create the PMO proposal.

4.1 Organizational Analysis Development

4.1.1 *Current project management state*

The first specific objective of this research was to analyze the maturity and organizational needs of the nonprofit organization Apoautis in Honduras to define their basic elements for the development of a successful PMO. To achieve this objective, the information required to assess Apoautis's current maturity level was gathered through a questionnaire administered to the Presidents of the Central Board of Directors of the five subsidiary centers.

This questionnaire consisted of 23 questions adapted from a report titled “The PMI and PwC Maturity Index”, developed by the PMI (2022). Each of these items shows the main characteristics of global high-level PMO maturity across five dimensions: governance, integration and alignment, processes, technology, data, and people.

These 23 items were used to create a test that measured each characteristic on a scale from 1 to 5, depending on how much that activity is accomplished within the organization. The scale goes as follows:

- 1: Nothing
- 2: A little
- 3: Moderated
- 4: A lot
- 5: Very Much

Each item will be evaluated according to this scale. The minimum result is 23, and the maximum is 115 points. The level of maturity will be evaluated according to the following scale, adapted from Landau (2024):

- 23-40 = Low Level - Initial Process
- 41-58 = Moderate Level: Structured Process and Standards
- 59-76 = Medium Level - Organizational Standards
- 77-94 = Good Level: Managed Process
- 95-115 = High Level - Optimizing Process

As stated before, Apoautis does not have a project manager, project management department, or PMO processes. This scale will measure the association's readiness to implement these practices across its management and project activities. A lower number indicates that Apoautis still needs to increase its project maturity, and a higher number indicates that it has strong project management maturity to implement PMO processes. The results from the interview are shown in Table 10, also classified by dimension .

Table 10*The PMI and PwC Maturity Index*

Evaluated Items	Participants					Total Scores
	P1	P2	P3	P4	P5	
GOVERNANCE						
1. Consistently measuring and regularly reviewing performance.	1	5	1	3	2	12
2. Effectively managing governance, risk, and compliance issues.	2	4	2	5	3	16
3. Ensuring project visibility (e.g., regular status reports, shared dashboards, stakeholder communications).	5	5	1	4	5	20
4. Undertaking all roles and responsibilities with support from leadership.	3	4	3	4	2	16
5. Contributing to the development of strategy.	3	4	2	5	2	16
Governance Score					16	
INTEGRATION AND ALIGNMENT						
6. Effectively managing project integration (e.g., coordinating tasks, resources, stakeholders).	5	5	3	4	4	21
7. Integrating PMO processes across business functions (e.g., procurement, human resources, etc.).	5	5	2	5	4	21
8. Fully aligning initiatives and KPIs to the broader organization's critical strategic and change goals.	3	5	3	5	5	21
9. Regularly engaging with senior leaders and communicating the milestones and impacts of projects.	4	5	1	5	3	18
Integration and Alignment Score					16.2	
PROCESSES						
10. Standardizing and documenting PMO structure, policies, procedures, processes, etc.	5	5	1	3	4	18
11. Adapting project management tools, methodologies, and practices to different projects and teams.	4	4	1	4	5	18
12. Using tools, methodologies, and practices in alignment with industry standards and best practices.	5	5	2	3	4	19
13. Driving benefits management and outcome-driven culture (e.g., developing a benefits realization framework).	1	5	2	5	5	18

Evaluated Items	Participants					Total Scores
	P1	P2	P3	P4	P5	
14. Providing formal assurance on the quality of processes, methodologies, approaches, and structures.	3	5	2	4	4	18
Processes Score						18.2
TECHNOLOGY AND DATA						
15. Using the latest project-level tools.	4	3	2	4	4	17
16. Using the latest portfolio/program-level tools.	4	3	2	3	5	17
17. Using data extensively to make evidence-based decisions.	5	4	2	4	4	19
Technology and Data Score						10.6
PEOPLE						
18. Developing strong personal skills like leadership, collaboration, and relationship building in project managers.	3	5	2	3	2	15
19. Developing flexibility and adaptability in project managers.	3	5	2	3	3	16
20. Developing strong business acumen skills in project managers.	3	4	2	2	4	15
21. Investing in learning and development for project managers.	1	4	1	2	3	11
22. Strengthening internal learning through creating communities of practice and knowledge management.	2	5	1	2	3	13
23. Adequately assessing, recognizing, and rewarding the performance of team members.	1	5	1	5	3	15
People Score						17
TOTAL SCORE						78

Note: This table shows the results of the questionnaire administered to the Presidents of the Board of Directors across all Apoautis Subsidiaries, which were used to measure Apoautis' PMO maturity level.

The results from the five questionnaires indicate a total score of 78 points, indicating that Apoautis has a Level 3 - Medium Level of maturity in implementing PMO processes. This could be an excellent opportunity for the organization, but it still has some work to do on its project processes to reach a higher level of maturity.

However, it is important to mention that higher levels are usually accomplished after years of experience in project development, so having a medium level for Apoautis is still a great result. This medium level also corresponds to the “Organizational Standards” step on this maturity path, meaning that the processes of Apoautis are well-documented and integrated, as expected. Employees are trained, though this could be improved; their performance is regularly reviewed, and projects are usually completed on time and within budget.

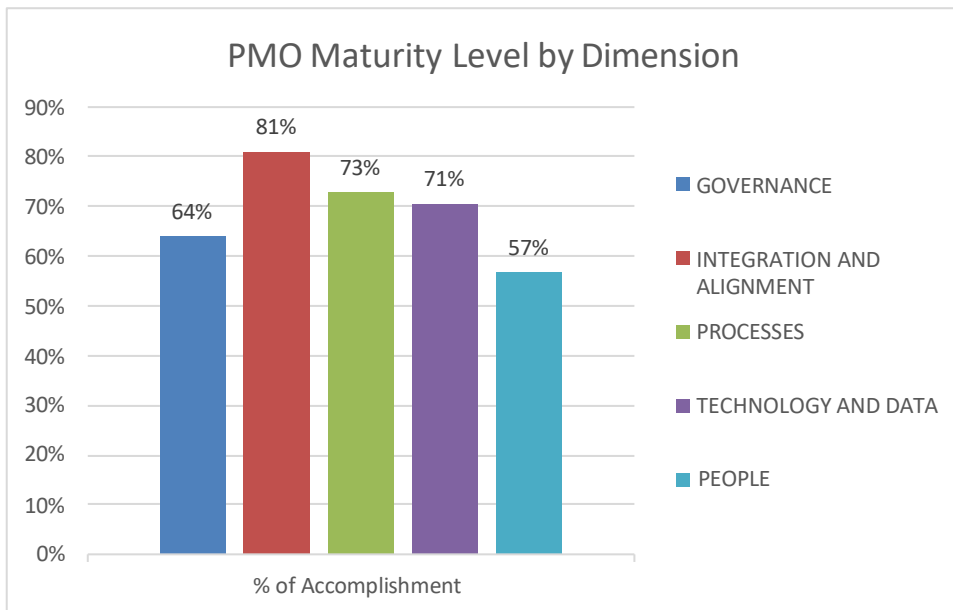
These results were processed by dimension and percentage, as presented in Table 11 and Figure 13, showing that the overall score was 68%, which is above the halfway point, indicating that Apoautis is on a good path to achieving a higher level of project management maturity. Even the lowest result in the People section is still above 50%, showing Apoautis also has a good chance on all dimensions.

Table 11

Dimensions of PMO Maturity

Evaluated Items	Max Score	Results	Percentage of Accomplishment
GOVERNANCE	25	16	64%
INTEGRATION AND ALIGNMENT	20	16.2	81%
PROCESSES	25	18.2	73%
TECHNOLOGY AND DATA	15	10.6	71%
PEOPLE	30	17	57%
TOTAL SCORE	115	78	68%

Note: This table shows the PMO maturity level results across the five dimensions and their respective accomplishment percentages. Adapted from the report “PMO Maturity: Delivering Organizational Value Through Project Management” by PMI, 2022, p. 4, created by the author of the PMO proposal.

Figure 13*Dimensions of PMO Maturity*

Note: This graphic shows the maturity levels divided into five dimensions, created by the author of the PMO proposal.

Table 11 and Figure 13 also show that the highest-performing category was Integration and Alignment, indicating that Apoautis cares about project integration across business functions, alignment of initiatives with strategies and goals, and communication of project milestones and impacts. The second category was Processes, followed by Technology and Data. On the other hand, the lowest rate was in the People's dimension, indicating that Apoautis needs to improve its relationships with employees and members of the board of directors.

The results of the questionnaire will be used to develop the PMO, given that Apoautis has a medium level of maturity and a strong opportunity to integrate PMO processes across its projects and programs.

4.1.2 Organizational needs

To identify Apoautis's most urgent organizational needs, a semi-structured interview was conducted with the President of the Central Board of Directors. This interview also contained questions to identify organizational strategies. Question 1 and Question 2 collected this data. The full interview is in Appendix 9.5.1. Urgent needs and strategies identified during the interview are shown in Table 12.

Table 12

Urgent Needs and Strategies

URGENT NEEDS AND STRATEGIES IDENTIFIED	
Urgent Needs	Strategies
1. Training and updating of Staff in new methodologies and therapeutic programs.	1. Design and implement new projects.
2. Financing.	2. Manage financial resources.
3. Creation of Multidisciplinary Teams.	3. Conduct a complete institutional evaluation (managers, employees, and subsidiaries).
4. Increase the commitment of staff and managers towards the institution.	4. Strengthen the capabilities of managers and staff.
5. Apoautis Performance Evaluation and Validation.	5. Create strategic alliances to expand coverage and projects.
6. Increase the coverage of the services provided.	

Note: This table shows the interview responses on urgent needs and strategies for Apoautis, prepared by the author of the PMO proposal.

These answers provided insight into the organization's needs and the strategies for assessing them. This information was important for creating the new organizational chart and for designing the PMO profile description to meet the needs and strategic goals.

4.1.3 Organizational PMO Structure

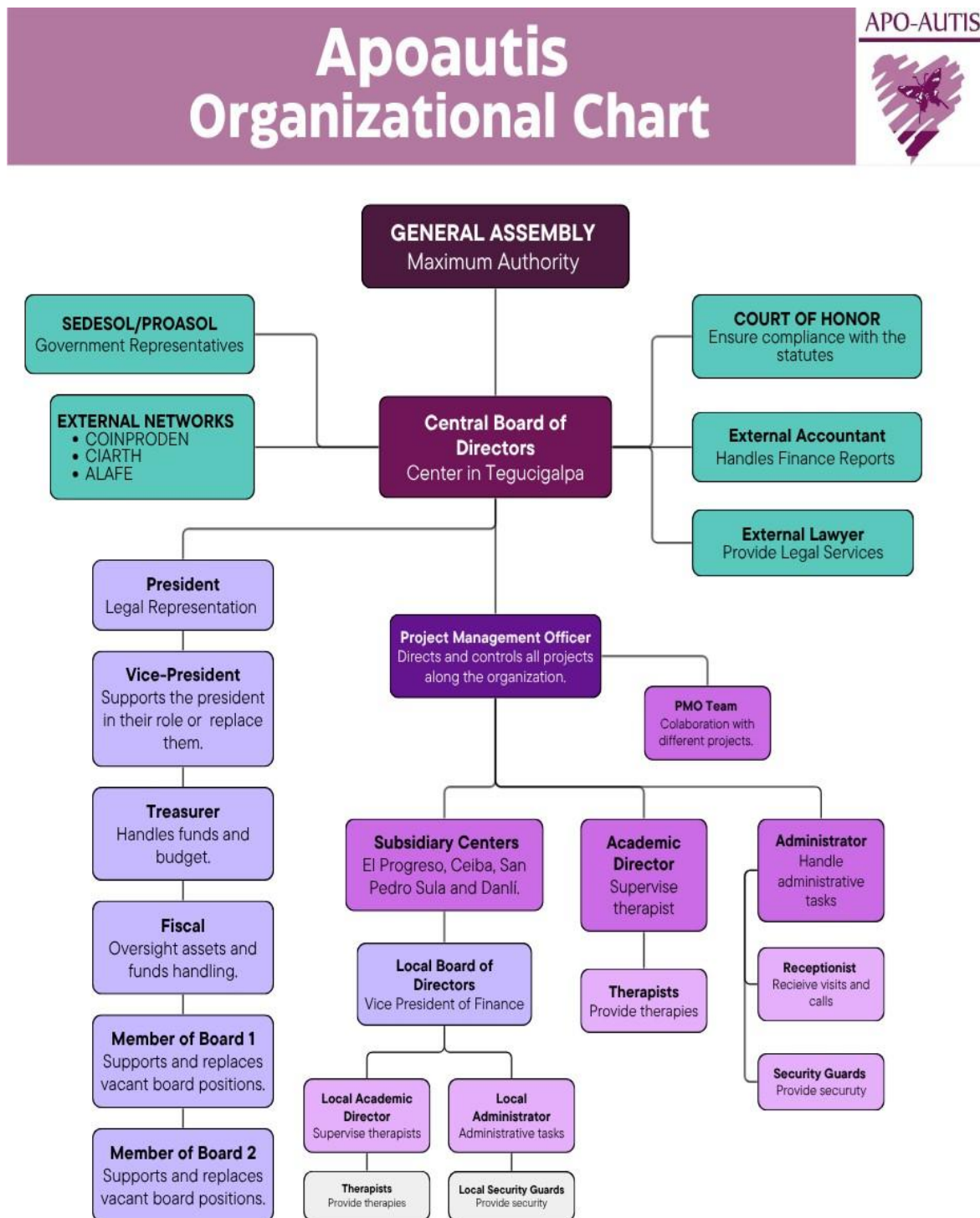
The information obtained during the interview regarding the level of authority that best fits the organization was important for creating the new organizational chart. The previous organizational structure was also considered to design the chart. The information provided by the President during the interview, on question 09, showed that the level of authority for the PMO that best fits Apoautis is a directive PMO. This type of PMO is usually at a higher level in organizational structures.

With this information, the new Organizational Chart for Apoautis was designed, placing the PMO at a higher level, overseeing all projects across the association and reporting directly to the Central Board of Directors, which serves as the higher executive body in Apoautis. The subsidiaries, administrative roles, and therapies report to the PMO on their activities related to project and program execution. Other activities not related to the PMO, such as therapies and test results, continue to be reported to the Academic Directors and the Central Board of Directors as usual.

This new organizational chart also included a PMO team, which can be built from members of the different boards of directors, employees, or other members of the association. The PMO team's objective in this case is to support project activities within the organization and to serve as an ally and important supporter of the Project Management Officer of Apoautis. Since Apoautis already has a support team for its projects, this group can also serve as the PMO team. The new organizational chart for Apoautis is shown in Figure 14.

Figure 14

New Organizational Chart



Note: This figure shows the new Organizational Chart of Apoautis, integrating the PMO role and team, created by the author of the PMO proposal.

4.2 Project Management Officer Professional Profile

The second objective for this PMO proposal for Apoautis was to identify the characteristics, functions, position within the organizational structure, and level of authority of a PMO in Apoautis to fulfill an adequate professional profile. To accomplish this objective, the interview with the President of the Board of Directors provided valuable information and confirmed the importance of this role for the organization. The interviewee also confirmed the basic responsibilities and characteristics of this role.

Regarding the benefits of including this role in Apoautis, the interview also provided important information on question 6 (Appendix 9.5.1). The benefits expected of having a Project Management Officer, as mentioned by the interviewee, were the following:

1. Having a professional specialized in projects.
2. Presentation of new project initiatives.
3. Monitoring executed projects.
4. Increase in the institution's service portfolio.
5. Institutional strengthening.
6. Increased self-sustainability of Apoautism.
7. Search for financing sources for projects.

All these benefits were also important in designing the PMO profile description, which was tailored to the needs, strategies, role, responsibilities, and benefits expected from the PMO role within the organization. For this purpose, all collected data and documented findings, along with key insights, were carefully analyzed.

4.2.1 Document findings and key insights

The information obtained during the interview, along with internal documents such as the organizational chart and external information on the subject, was thoroughly analyzed to understand the organization's internal structure. All this information was then used to create a tailored PMO profile.

4.2.2 PMO roles and responsibilities

Another important step to create the PMO profile description is to establish the basic role responsibilities and characteristics. For this purpose, during the interview, question 7, a list of responsibilities and characteristics of a PMO profile adapted from previous research and included in Table 3, was mentioned in the interview. The final list used for the profile is shown in Table 13.

Table 13

PMO Role Responsibilities and Characteristics

PMO Responsibilities	PMO Characteristics
Support in different projects and departments.	Multitasking skills Leadership
Ensure alignment of projects with organizational strategies.	Responsibility Organization
Design of project tools and templates.	Advanced office skills Creativity
Focus on clients (sponsors, beneficiaries, internal clients).	Interpersonal skills Conflict resolution Good communication
Promote continuous improvement in projects.	Project Experience

Note: This table presents basic responsibilities and characteristics tailored for a PMO role at Apoautis, created by the author of the PMO Proposal.

This list needed to be confirmed as applicable and to indicate whether more needed to be added, if necessary. The list of responsibilities and characteristics read to the President during the interview was confirmed as applicable for Apoautis. The interviewee added no additional responsibilities or characteristics.

4.2.3 *Project Management Officer profile*

To create a Project Management Officer profile description tailored to Apoautis's organizational needs, the responsibilities and roles confirmed in the interview were analyzed and included, along with the benefits expected from this role. In addition, previous information on the description of a PMO and documentary information on a PMO profile position for a company in the disability sector, found on Teal (2024), a job search online platform, was also consulted and adapted to enrich this profile description and ensure a high-level profile for Apoautis.

The level of authority assigned to the PMO also played a vital role in creating the PMO profile. Based on the urgent needs identified, the roles and characteristics of the PMO, the type of PMO selected by the interviewee, and the new organizational chart, a Directive PMO profile was designed for the association. Since Apoautis is a small organization that prioritizes its services and projects, a Directive PMO plays a key role within the association, offering greater freedom to develop projects while also taking on greater responsibility. The final profile description for the Project Manager Officer, tailored for Apoautis, is shown in Table 14.

Table 14

Project Management Officer Profile Description

ASOCIACIÓN HONDUREÑA DE APOYO AL AUTISTA	
Project Manager Officer (PMO)	
ASOCIACIÓN HONDUREÑA DE APOYO AL AUTISTA APO-AUTIS 	
Profile Description	
1. Name of the Position:	Project Manager Officer (PMO)
2. Contract type:	Full-time (8 hours per day, 48 days per week).
3. Reports directly to:	Central Board of Directors
4. Immediate subalterns:	• Subsidiary Centers • Academic director • Administrator
5. Department	Project Management Office (PMO)
6. Salary	L. 30,000.00 (lempiras) monthly plus all labor benefits provided by law. The salary will be determined based on the sector's average and organizational capacity.
7. Description:	The Project Manager Officer oversees activities related to the PMO within the organization, across departments, and across different subsidiary centers. This position supports various projects and processes, focusing on governance, methodologies, tools, and training to ensure alignment with the organizational strategy. This role works with different departments and design tools and templates to standardize project management activities. The Project Manager officer is also responsible for coordinating the PMO team within the organization to achieve strategic goals and increase project management maturity.
8. Characteristics	• Multitasking skills • Leadership • Responsibility • Organization • Advanced office skills • Creativity • Interpersonal skills • Conflict resolution • Good communication • Project Experience • Willing to keep learning.

9. Responsibilities:	• Present new project initiatives to be approved and executed by the organization. • Monitors, oversees, evaluates, and supports project execution across different projects, departments, and subsidiary centers. • Ensure alignment of projects with organizational strategies. • Increase the organization's service portfolio and program coverage. • Design of project tools and templates. • Focus on clients (sponsors, beneficiaries, internal clients). • Promote continuous improvement in projects and Institutional strengthening across the organization. • Train employees and board staff on PMO processes to increase project management capabilities. • Increased organizational sustainability aligned with the SDGs to enhance positive impact on society. • Search for financing sources for projects and strategic alliances to increase funding. • Present project results and evaluation, including budget analysis and resource allocation. • Lead the PMO team's activities and evaluate team members to assess their capabilities for inclusion.
9. Requirements for the position:	• University Degree in Project Management at a Bachelor's Level (minimum) or Master's (preferred). • Demonstrable professional experience in project management. • Bilingual (Spanish-English). • PMP Certifications (preferred). • Advanced computing skills (Windows, Microsoft Office (Microsoft Project advanced knowledge required)). • Documentation in order. • Follow the application process according to Apoautis' policies and procedures manual.

Note: This table contains the PMO Profile Description tailored for Apoautis, created by the author of the PMO Proposal.

4.3 Create a PMO Proposal

The third objective of this PMO proposal for Apoautis was to develop a detailed Project Management Office proposal that considers organizational needs, capacities, and strategic goals to enhance project implementation and organizational sustainability. To achieve this objective, all information obtained from the interviews, the questionnaire, and the documentation review was analyzed to design a tailored proposal for the organization.

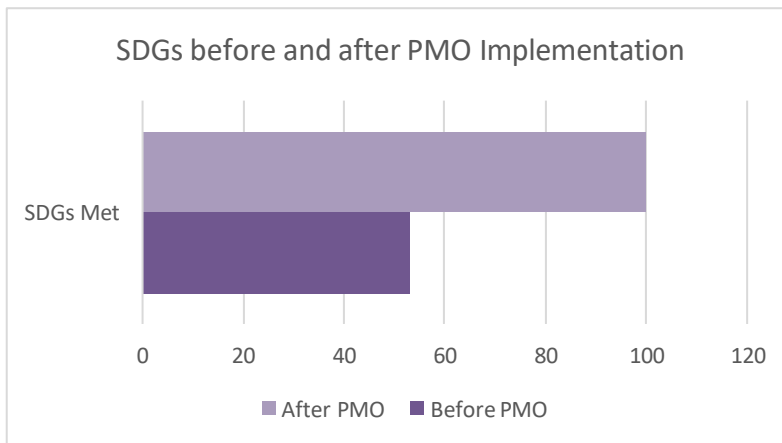
Also, a sustainability analysis was conducted to compare the interview results with those of the sustainability impact assessment conducted in Chapter 7: Validation of the FGP in the Field of Regenerative and Sustainable Development. This was crucial to understanding the impact of implementing this PMO proposal from a sustainability perspective. This information about Apoautis' sustainability data was collected during the interview on question 5, where the President of the Board of Directors mentioned that the organization continues to work to increase sustainability because it is relevant to its strategic goals, confirming 9 of the 17 sustainable goals. The SDGs confirmed to be met were:

- **SDG 1 - End of Poverty:** Maintaining low prices for the services provided.
- **SDG 2 - Zero Hunger:** Bags of food are provided to families in need.
- **SDG 3 - Good Health and Well-being:** Providing mental health services for autistic individuals and for their families.
- **SDG 4 - Quality Education:** Apoautis provides support to facilitate educational inclusion through therapies, and to accompany autistic students, their parents, and the schools that include them.

- **SDG 5 - Gender Equality:** Reduce the gap between autistic men and women who are diagnosed and receive therapy.
- **SDG 8 - Decent Work and Economic Growth:** Occupational and training programs to help autistic individuals gain access to decent work.
- **SDG 10 - Reduce Inequalities:** Help autistic individuals to be included in education, work, and society to guarantee their rights.
- **SDG 16 – Peace, Justice, and Strong Institutions:** Fighting for the rights of the autistic community and their families.
- **SDG 17 – Partnership for the Goals:** Alliance with organizations in the sector and other institutions nationally and internationally.

This information about the SDGs also provides important data for this PMO proposal, as they play a massive role in the association's strategic goals. At least 9 of the 17 SDGs were confirmed to be met by the organizations, which is approximately 53%. This means that more than half of these goals are related to Apoautis's current strategic approach .

This information was also used to complete the SDGs analysis and the sustainability impact on Chapter 7. In this first SDGs analysis, shown in Table 17, there is a deeper scrutiny of which goals the organization meets at present and which ones can be met in the future with PMO implementation. This analysis showed that, as previously stated, only 9 are currently met, but after PMO implementation, all 17 SDGs can be met. This means Apoautis can increase their goal achievement from 53% to 100%, as shown in Figure 15, becoming an even more sustainable organization and increasing their positive impact on society.

Figure 15*SDGs before and after PMO Implementation*

Note: This figure shows which sustainable goals are met in the present and the increase after PMO implementation, created by the author of the PMO Proposal.

4.3.1 Define PMP type

Creating a tailored PMO proposal for Apoautis and defining the type of PMO were also significant steps. As described earlier, based on the research on question 9, the level of authority required for this role was high, indicating that a Directive PMO is better suited to the organization. The President of the Board also mentioned that this is more accurate for Apoautis because, being a relatively small institution at the management level, the PMO needs to play a very significant role in association-related project development and management, and in mentoring the rest of the employees and board members in these skills.

For that reason, a Directive PMO is the best type for Apoautis. Since this type of PMO has the highest level of authority and closely directs projects, it oversees the entire execution from start to finish, controlling every step to ensure a successful outcome.

4.3.2 *Develop proposal content*

Defining the content of the PMO Proposal was another important step, considering the positive impact this will have on the association and building the path to becoming a more self-sustainable organization, which is also an urgent need for the association, as stated before. The content of the PMO proposal includes the deliveries of the research, such as a new Organizational Chart with the PMO included, a PMO Profile Description, and the PMO Implementation Plan.

All final deliverables and products developed during this research will be translated into Spanish and compiled into a single document, which will be delivered to the Board of Directors for their consideration. This document will also contain important information on the assessment of sustainability impact, developed during the research.

Along with that information, the results of the interview and the questionnaire will be shared with Apoautis, as well as other important information regarding the benefits, challenges, and other guidelines that are most relevant for the organization and that need to be considered carefully by Apoautis to increase the chances of integrating successful PMO processes across the organization.

Moreover, once the research process concludes and the thesis is approved, the complete information will be available to the organization in the original English language, with the option to be translated on demand. This is crucial to ensure that the process was developed with the full support of the organization, especially the Board of Directors, and to ensure that they are consulted in the future if the current authorities change, so that they can continue the PMO development process.

4.3.3 Design PMO proposal

The design of this PMO proposal for Apoautis includes all gathered information, including the deliverables as the final product of this process, along with other information to be incorporated, such as the sustainability impact assessment and the results of the interview and questionnaire. These three deliverables are described in Table 15 with their purpose for the organization.

Table 15

PMO Proposal Content

PMO Deliverable	Description	Purpose of Deliverable
1. New Organizational Chart	This chart shows an updated organizational structure for Apoautis that incorporates the PMO in an important role and its relationship within the association.	The purpose of this chart is to visually show how the PMO integrates within Apoautis and how it is strategically positioned to strengthen the organization.
2. PMO Profile Description	This description outlines the profile and qualifications for the Project Manager Officer, tailored to Apoautis' needs.	This description aims to provide a clear understanding of the functions and capabilities of PMO and its officers to ensure strategic alignment.
3. PMO Implementation Plan	This document presents a structured plan for implementing a PMO in Apoautis.	This plan guides the organization with a practical and achievable process to ensure a successful PMO integration.
4. Sustainability Impact Assessment	This assessment evaluates the overall impact of the organization's processes before and after PMO integration.	It aims to determine how Apoautis can enhance its positive impact by implementing PMO capabilities.
5. Research Results	This information compiles the analysis done with quantitative and qualitative data obtained.	This is intended to provide reliable evidence for the creation of this PMO proposal.

Note: This table contains the information that will be included in the PMO proposal for Apoautis, created by the author of the PMO Proposal.

4.4 Evaluate PMO Implementation

The fourth and last specific objective of this PMO proposal development is to evaluate the expected benefits and challenges of implementing the PMO to determine probable outcomes. During this step, the results related to benefits and challenges were identified and analyzed, and a description tailored for Apoautis was added, along with probable outcomes for the benefits and challenges and the strategies that can be used to overcome them. Finally, an implementation plan for the PMO proposal was created to guide the association in implementing project management procedures and hiring an officer for this role.

4.4.1 PMO implementation benefits

In question 6 of the interview, the President listed benefits expected from having a Project Management Officer, which can also be considered benefits of this PMO implementation. The benefits mentioned were having a project specialist, presenting new project initiatives, monitoring executed projects, expanding the institution's service portfolio, strengthening the institution, increasing Apoautis's self-sustainability, and seeking financing sources for projects.

At the end of the interview, on question 11, the interviewee also stated that this was an excellent opportunity to increase the benefits for their affiliates, improve performance, and become a self-sustaining organization and a reference for autism in Honduras. A complete list is shown in Table 16, along with their descriptions and expected results.

Table 16*Benefits Analysis*

PMO Benefits	Description	Probable results
1. Project specialist on charge	Having an expert in charge of the PMO facilitates decision-making and budget control.	- Increased organization efficiency. - Better budget control efficacy. - More external funding.
2. New initiatives	PMO can orient and help promote new projects, increasing their execution and avoiding project overlap.	- Increase in the number of programs. - Improve social impact. - Increased benefits for the autistic community and their families.
3. Monitoring project execution	PMO increases project success rate by improving planning, execution, evaluation, and risk management.	- Project timelines and cost met. - Reduced risks. - Increased the project's success.
4. Portfolio increase	PMO promotes new projects to increase the portfolio of services and their value delivery.	- More variety of therapies. - Increased training hours for staff. - Improved delivery of value.
5. Increase the benefits for affiliates.	PMOs prioritize projects that deliver the most significant benefits to stakeholders and have the greatest impact on society.	- Higher quality of services. - Improvement in the well-being of their affiliates. - Enhanced awareness in society.
6. Institutional strengthening	Enhance strategic alliance with other organizations and institutions, and standardize processes.	- Reinforced internal structure. - Increased organization resiliency. - Reduction of financial and administrative crisis.
7. Self-Sustainability Increase (funding)	Creation of new projects and improvements in cost and allocation can increase the organization's self-sustainability by increasing the funds available.	- Increased internal income. - Reduced percentage of dependency on government funds. - Improvement in number of private donations.
8. New financing sources	PMO improves stakeholder communication and facilitates stakeholder engagement, increasing the likelihood of securing financing for the projects.	- Higher number of access to grants partnership deals. - Increase in the list of private donors. - Improvement in compliance with international standards.
9. Performance Improvement	Improves planning, resource allocation, and risk management, increasing overall organizational performance.	- Overall performance increased. - Better documentation and process standards. - Improve accountability in all areas.
10. Improved image	Become a reference in the sector, increasing stakeholder trust.	- Increased the donor's confidence. - Improved government evaluation. - Enhanced public image/positioning.

Note: This table shows the benefits expected from PMO implementation, a description adapted from "How to Build a High-Performance Project Management Office (PMO)" by Pandey (2024), and the expected results for Apoautis, created by the author of the PMO Proposal.

These expected results can be measured and compared periodically once the PMO process is implemented in the organization to calculate the benefits these changes provide relative to the investment Apoautis will incur. The expected salary for this role, based on the organization's capacity, is L. 25,000.00 per month, subject to yearly adjustments (Apoautis, 2025). The yearly cost of the base salary will be L. 300,000,000 (25,000 x 12).

The remaining employment benefits include employer-paid Social Security, which is mandatory for the Instituto Hondureño de Seguridad Social (IHSS) as a contribution established under L. 1035.58 (8.07%) for every employee. Other benefits are the 13th and 14th months as an additional month's salary. Since the organization has physical space and technological tools like laptops and desktop computers, this is not a mandatory requirement for the implementation of this PMO proposal, so the cost is only focused on the salary and other employer benefits that are usually the bigger investment challenges, as expressed by the President of the Board during the interview. These costs are detailed by year in Table 17.

Table 17

PMO Hiring Investment

Payment and Benefits	Total Yearly Cost
Base Salary	L. 300,000.00
IHSS	12,426.96
13 th month	25,000.00
14 th moth	25,000.00
TOTAL PMO SALARY	L. 362,426.96

Note: This table shows the investment in employment benefits for the PMO role in Apoautis, created by the author of the PMO Proposal.

4.4.2 PMO implementation challenges

On the other hand, while there are many expected benefits, there are also challenges related to the feasibility of hiring a PMO candidate. These barriers, such as the lack of financial resources and the urgency of this role for the organization, can also pose difficulties for implementing this PMO proposal. Although the information confirms that for Apoautis, implementing PMO processes and having a Project Manager Officer is important, there are still some obstacles to overcome to achieve this.

During the interview, question 3 on the organization's capacity to include a PMO role, office, or team stated that financial resources are insufficient but can be arranged to increase stakeholders' support, given that a Project Management Officer is also an urgent need for the organization. This relevance to a PMO was confirmed by the interviewee in question 10, who stated that this proposal will be helpful to the organization now and in the future.

During the interview, question 3 also focused on what was needed for Apoautis to increase its capacity for PMO implementation. The answer was that, in addition to hiring a Project Manager Officer, it was necessary to train the rest of the staff on this subject. The interviewee also stated that physical space is available and that the team can be created with the support team already in place; however, financial resources are still needed to fund the association's projects and programs. These funding needs were also confirmed in question 4, which highlighted that Apoautis still relies on external support, making the organization not yet self-sustainable.

Furthermore, at the end of the interview, in question 11, after expressing additional benefits this PMO proposal could bring, the interviewee again confirmed the urgency of this PMO implementation for Apoautis. This urgency can also become a challenge because it limits the time to execute the plan and implement these changes as soon as possible for the organization, especially given the financial situation Apoautis is currently facing, with the lack of funding and the debt the government owes them. Nevertheless, this urgency can also be turned into an opportunity if the remaining challenges are addressed, as starting the path to implementing PMO processes in Apoautis is an important step that should be taken now.

Another important aspect of the funding is that many of these challenges require financial investment. This is why one of the most important steps in implementing this PMO proposal is to increase funding from multiple sources, reduce dependency on the government, and create a more stable income for Apoautis. This will also reduce the risks associated with financial resources and increase stakeholders' trust, both of which are benefits of implementing this PMO proposal.

A deeper analysis of this information was conducted using previously obtained data on the organizational strategies the President of the Board of Directors provided to address Apoautis's urgent needs. These strategies were matched to each challenge as viable solutions to the specific challenges mentioned before. This analysis is shown in Table 18, where probable results are also provided for each strategy to help the organization better understand and guide this subject.

Table 18

Challenges Analysis

PMO Challenges	Strategies	Probable Results
1. Limited financial resources for salary.	Manage financial resources.	- Budget execution optimized. - Cost reduced. - Funds available for PMO hiring.
2. Low self-sustainability.	Create strategic alliances to expand coverage and projects.	- Increased number of stakeholders' investments in projects. - Reduced government fund dependency. - Expansion of services and beneficiaries.
	Manage financial resources.	- Enhanced self-funding sources. - Increased private donations.
3. Lack of funding sources.	Create strategic alliances to expand coverage and projects.	- More stakeholders from different sectors. - Improved public image and trust. - Coverage expansion to increase direct income.
	Design and implement new projects.	- More project presentations for grants. - Number of approved projects increased. - High-level project evaluation.
4. Inexistent PMO training for staff	Strengthen managers' and staff's capabilities.	- Better project management knowledge. - Increase project management abilities. - Improve teamwork to boost project execution.
	Conduct a complete institutional evaluation (managers, employees, and subsidiaries).	- Increased general performance. - Strengthened internal staff resiliency. - Increase the quality of services provided to beneficiaries.
5. PMO urgency.	Manage financial resources.	- Funds available to allocate for PMO. - Create external awareness of the present needs. - Focus on PMO processes.

Note: This table shows the challenges Apoautis faces in PMO implementation, along with strategies that can be used as solutions and short descriptions, created by the author of the PMO Proposal.

4.4.3 PMO Implementation Plan

The final part of the results is to create an implementation plan for Apoautis to increase the probability of achieving the expected benefits and to avoid potential challenges, thereby increasing the success of this PMO proposal and the impact of applying project management processes and procedures. This implementation plan is a guidance document for the association, tailored according to their capacity and financial availability. Although the salary cost of hiring a Project Management Officer is high, the organization can use the time before implementation to increase its income through different strategies or alliances with other institutions, as explained earlier.

In relation to the impact of implementing this PMO proposal on question 10, the President confirmed that it will contribute to the association now and in the future, as there is currently a strong demand to present projects. Many cooperators are willing to help who could provide the resources to fund these projects. This is an excellent sign that the organization is also willing to invest in implementing a PMO as part of its strategies.

The implementation plan was developed using a set of steps to build a PMO, adapted from the article by Pandey (2024) and a PMO proposal from Grant's (2021) master's thesis. These sources served as guidance in creating the plan, but the information was analyzed and tailored to Apoauti's specific case, along with their strategic goals, capacities, and social context. This implementation plan is shown in Table 19 with the necessary steps, tasks, details, and expected outcomes.

Table 19*PMI Implementation Plan for Apoautis*

STEP	TASKS	DETAILS	OUTCOMES
1. Define the PMO's inside Apoautis.	- Present PMO Proposal to Board of Directors.	Schedule a meeting with the different members of the Boards of Directors from all subsidiaries to explain the implementation process of the PMO within Apoautis.	- Clarified the role of the PMO inside the organization. - Valued the importance of PMO processes.
	- Clarify PMO objectives and structure.	Present the PMO proposal to the Board and listen to clarify any doubts about the process and PMO role.	- Well-defined PMO objectives. - Clear organizational structure with PMO. - Tailored PMO that matches organizational needs.
	- Create a financial plan.	Design a PMO financial plan for investment, including benefits and outcomes.	- Ensured PMO has authority and necessary resources.
	- Obtain Investment approval from the General Assembly.	Advocate for funding, staffing, and installing the PMO, and educate affiliates about the role within Apoautis.	- Strong foundation of leadership support and allocated resources.
	- Assign funds.	Obtain authorization from the Board of Directors and the General Assembly to assign the funds and start the recruiting process for the PMO role.	- Sufficient resources assigned for the PMO implementation process.
3. PMO Recruitment	- Open application.	Start recruiting a PMO for Apoautis, aligned with the role's profile.	- Sufficient applications for the position have been received with the characteristics specified for the role.
	- Interviews.	Filter the profiles that better fit the position and create a calendar for interviews to contact candidates.	- At least three candidates selected for the last phase of recruitment.
	- Select PMO candidate.	The Board of Directors meets to analyze the profiles of the selected candidates and choose the best match for the role.	- Best PMO candidate selected.
	- Train PMO	The PMO is hired to begin their job at Apoautis and to start the training process in accordance with the policies and procedures.	- Skilled and motivated Project Manager Officer.
4. Develop PMO Processes and Frameworks	- Define Life Cycle Stages	Life cycle adapted to the Apoautis context.	- Defined life cycle for existing and future projects.

STEP	TASKS	DETAILS	OUTCOMES
	- Standardize processes	Establish transparent processes for each project phase within the organization.	- Consistency and scalability across projects.
	- Stakeholders prioritization.	PMO established efficient communication channels with the different stakeholders, especially beneficiaries and donors.	- Enhanced stakeholder project involvement. - More donors.
5. Implement Tools and Technology	- Create templates and guidelines.	Choose the right tools and other technology necessary for the PMO role execution and framework implementation across Apoautis.	- Increased efficiency. - More consistency on project execution. - Improved decision-making.
	- Software acquisition.	Purchase software and hardware tools for PMO activities.	- Processes optimized across the organization. - Increased productivity.
6. Staff Training	- Train employees.	Develop workshops and meetings to engage employees in the PMO process.	- PMO skills and mentoring developed with the employees.
	- Educate boards.	Schedule meetings with the board members to understand the PMO process.	- Management skills for the board, developed to understand the PMO role.
	- Create PMO Team.	Engage employees and board members to be part of the PMO team to support the PM officer.	- Team equipped to deliver PMO objectives effectively.
7. Define Metrics and Evaluation	- Establish objectives and goals.	Create measurable objectives and KPIs for the PMO to evaluate performance across the organization (overall project success, strategic alignment, resource allocation, and stakeholder satisfaction).	- Defined framework for evaluating and demonstrating PMO's contribution to the organization. - Metrics established.
	- Evaluate performance.	Once metrics are defined, an evaluation of the PMO role and processes is conducted to ensure continuous improvement. Corrections can also be made at this step to realign the PMO implementation with the plan. This process can also be repeated periodically.	- Positive evaluation for the PMO role. - Increase PMO performance in the organization. - PMO objectives aligned with organizational strategies and goals. - Corrections applied.

Note: This table shows steps necessary for the PMO implementation and expected outcomes; adapted from “How to Build a High-Performance Project Management Office (PMO)” by Pandey, 2024, created by the author of the PMO Proposal.

5 CONCLUSIONS

After the development of all project objectives and deliverables necessary to complete this research, which was focused on designing a proposal for the successful implementation of a Project Management Office at Apoautis Honduras, the following conclusions were reached:

1. An organizational analysis was developed using questionnaire responses from five board members to assess Apoautis's maturity and organizational needs, and to define the basic elements required for PMO development. The PMO maturity is at a medium level, which means Apoautis has a strong chance to implement PMO processes and continue on this path of project development. Organizational needs were also identified, along with strategies to address them, which were later assessed in the PMO implementation plan. The PMO within the organizational structure was also set according to these needs and the interview with the President of the Board of Directors of Apoautis, resulting in a directive level of authority. It was included at a higher level in the new organizational chart, which was created based on this information and Apoautis's original structure.
2. Based on documented findings on the role of PMOs within organizations and interview results, the characteristics and functions of the Project Manager Officer were identified to create an adequate professional PMO profile description that clearly outlines the responsibilities and activities. This role was deemed crucial, as including a professional in this subject is important for implementing a PMO within Apoautis.

3. A detailed PMO proposal for a Project Management Office at Apoautis was developed based on the organization's needs, capacities, and strategic goals. This PMO proposal content was built with the PMO type, a Directive Project Management Office, in mind. It included deliverables such as the new Organizational Chart, PMO Profile Description, and PMO Implementation Plan. The current organizational sustainability was also assessed against the SDGs that are met, and this was later compared with the sustainability impact that Apoautis can achieve if it implements PMO processes. This analysis showed that Apoautis can improve its sustainability goals from 53% to 100%, significantly increasing its positive impact on society through PMO implementation, thereby enhancing benefits for its affiliates and families and increasing community awareness.
4. The impact of implementing a PMO in Apoautis was also assessed, evaluating the expected benefits and challenges to determine probable outcomes and maximize success. The expected benefits were found to be sufficient to justify this PMO proposal. However, the organization currently lacks sufficient funds, as hiring an officer for this role would entail an investment of Lps. 362,426.96, which is a high amount for a non-profit organization such as Apoautis. This can be considered the most significant challenge. However, this can be addressed by increasing self-sustainability, which is one of the organization's primary goals. During this step, the Implementation Plan was also created to help Apoautis begin its PMO process within the organization.

5. Finally, a PMO proposal was developed based on the organization's needs, capacities, and strategic goals to implement a Project Management Office at Apoautis Honduras successfully, increase the projects executed by the organization, grow stakeholder support, and improve organizational sustainability. The President of Apoautis considered this PMO proposal important. It was deemed an urgent need for the organization to apply project management processes such as planning, execution, and monitoring, thereby reducing risks and funding uncertainty. With this, it can be concluded that this PMO proposal is pertinent and feasible, despite limited funds, as it can deliver significant benefits to the organization if the implementation plan's processes are followed. The importance of this role is communicated effectively across the organization.

6 RECOMMENDATIONS

For the successful implementation of this PMO proposal for Apoautis, some recommendations should be included as part of this process to help them overcome challenges they may encounter along the way. These recommendations are:

1. The Central Board of Directors needs to approve and formally adopt the new organizational chart, ensuring that the PMO's authority level is recognized at a higher level, that the PMO provides support for Project Management development, and that a support committee is established to start this process. The support team that has already been formed can be part of this committee as well, and it should include board members from all subsidiary centers to ensure the integral involvement of all stakeholders and to ensure that all needs across the organization are met. The President of the Board of Directors plays a significant role in this and must ensure effective communication and prepare the path for implementation, with the support of employees and the Board.
2. The Central Board of Directors must validate and approve the PMO profile description to start the recruitment process as soon as the funds are available and the PMO implementation process begins. This professional needs to be qualified in project management processes and tools, demonstrate the characteristics described in the profile tailored for Apoautis, and have experience in the disability or non-profit sector to fulfill the profile and ensure alignment with the association's strategic goals and needs.

3. The Central Board of Directors should approve this PMO proposal as soon as possible, preferably before the start of the following strategic period, given that this Board will be changed in March of next year, 2026, during the first national meeting. This is also an excellent opportunity to obtain the General Assembly's approval, the highest authority of Apoautis. This new Board needs to be committed from the beginning and willing to start transforming the organization to increase self-funding and enhance sustainability. For this purpose, it is important to begin socializing this PMO proposal in advance to promote awareness of its benefits among staff, beneficiaries, and stakeholders.
4. The President of the Central Board of Directors, with the support of the rest of the board members and the Administrator, needs to develop a financial strategy to fund the PMO position, including adjusting membership fees if necessary, designing fundraising campaigns, exploring partnerships, and applying for grants focused on institutional strengthening. To achieve this, it is also important to restart attention in the main center in Tegucigalpa and to promote service expansion through workshops and training programs for parents and the public in general (schools, universities, and private and public institutions) to generate extra income this year and next. When the funds are secured, the PMO's salary should be included as a progressive line in the annual budget forecast for the next year, if possible, and the PMO's long-term return on investment should also be shown .

5. The Central Board of Directors must officially endorse this PMO proposal as an institutional priority and adopt a resolution committing the organization to implement the PMO phases. This PMO process should be implemented gradually, starting with the activities that have no additional cost for the organization and other low-cost activities. The President of the Central Board of Directors, with the administrator's support, needs to develop an effective internal communication channel with the rest of the board members to understand the role and long-term benefits of the PMO, along with helping dissipate any doubt about this process before, during, and after the PMO implementation plan.
6. All staff involved must collaborate at every step, documenting and monitoring project results throughout the process, and be willing to adapt the templates and tools that the new Project Manager Officer creates for the planning, reporting, and evaluation of all projects across the organization. Finally, the success of this PMO Proposal depends heavily on the level of support that all the members of the organization provide, so it is essential that the Board Members in all subsidiary centers effectively socialize the need for this initiative so the rest of the affiliates can understand the importance of the PMO inside Apoautis to transform it into a more sustainable organization. For that reason, this subject needs to be addressed as an important meeting point at the next assembly.

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

Many owners or investors put more money into their companies to help them grow financially, but forget about more important investments that would transform their businesses into sustainable practices. Nowadays, with the imminent advance of climate change affecting the entire world, especially the most vulnerable, and with the increase in social inequalities, turning businesses into sustainability is not just a trend or a way to project a good image to attract more customers or investors. It goes beyond that because the Earth is screaming, and humanity needs to start listening before it is too late for everyone.

A few years ago, the term “sustainability” became better known in business culture, with a positive impact. Unfortunately, as environmental damage has worsened and spread, being a sustainable company is no longer enough. Now, a new term has been coined: “regenerative development,” because experts realize that regenerative initiatives are more urgent than ever. These two terms, when applied with consciousness by organizations, can not only stop harming the Earth and society but also repair and heal the damage already done to nature and other human beings.

Moreover, through sustainable and regenerative practices, companies can create a better world, with greater fairness and a healthier environment that everyone on Earth can enjoy. Nevertheless, to understand this, both frameworks had to travel a long journey, not only to be understood by others but also to be accepted as standard practices in many organizations.

This is why sustainability and regenerative development are so important, because now it has become a matter of life and death. Nevertheless, to explain these further, it is also necessary to understand the benefits these two frameworks bring not only to society and the environment but also to business practices. Sustainability, for example, can have an incredibly positive impact on project management because it affects other activities, including: “The way projects are planned, organized, executed, managed and government” (Silvius, 2021, p. 1066), improving business practices and project effectiveness.

Furthermore, many companies are now going beyond sustainability and integrating regenerative practices to enhance those positive results. This is because they understand that avoidance is not sufficient to preserve the environment; it is now important to reverse the adverse effects of the past and restore what has been damaged, healing nature and society as well. Regenerative development considers at least six different layers. These layers include landscape regeneration, community strengthening, and the recovery of human value in business, culture, democracy, and spiritual/moral values (Müller, 2017), giving the theory a more holistic approach.

This becomes even more important for NGOs such as Apoautis. For these reasons, this PMO proposal considers these two forward-thinking concepts of Sustainability and Regenerative Development, because integrating them will impact the organization even more, enhancing the quality and consistency of its project execution and operations, while also increasing the benefits the organization brings to society. Some of the positive effects that are expected by doing so are:

1. **Improvement of project planning and execution:** aligning project strategies with SDGs by using structured planning methods to ensure resource allocation and generate more value delivery for society.
2. **Institutional knowledge and long-term impact:** PMO standardizes documentation and monitoring tools through project templates and lessons-learned systems, increasing regenerative capacity by enabling projects to evolve, scale, and be replicated within the organization.
3. **Empowerment of Stakeholders:** PMO enables stakeholders to be more participative, involving them in planning and evaluation activities to build trust and strengthen the organization's resilience.
4. **Sustainability increases through resource optimization:** this makes the organization less dependent on external funds, improving project quality and reporting to increase donors' trust and organization confidence to open new funding sources and make Apoautis more sustainable.

Although most results are expected to be positive, it is also important to consider the potential adverse effects of implementing a PMO in Apoautis and to identify ways to mitigate them. Some of them could be:

1. **Lack of flexibility:** Standardizing processes could slow down some small social projects. To avoid this, Apoautis can use adaptive lifecycles to promote flexibility.
2. **Stakeholders dismissing:** An authoritarian PMO could lead to other voices being heard; to avoid this, the organization can create effective feedback channels.

3. Output focus: PMO could prioritize deliveries instead of impact. Apoautis needs to include tangible and intangible metrics for project success.

4. Environmental Dismiss: Some projects might overlook environmental practices, failing to incorporate them into their planning. To prevent this, Apoautis can create and integrate sustainability checklists in all its project planning processes.

By considering these positive and negative effects, Apoautis can implement this PMO, enhancing the benefits and minimizing adverse effects as much as possible.

7.1 Relationship of the project to the Sustainable Development Goals

A few decades ago, the world started talking about the harm done to Earth. During those years, many theories were developed on how to integrate practices to prevent environmental damage in manufacturing operations. According to the Green Project Management Institute (GPM, 2024), this movement started about half a century ago.

The first wave occurred in the '70s, when global awareness of the need to save the planet became a growing concern. During that time, the focus was on imposing environmental limits through regulations, such as those set out in the Stockholm Declaration of 1972. The second wave was during the '80s through the beginning of the '90s, when the focus evolved thanks to the activism that rose, elevating those concerns to political agendas, which resulted in international agreements like the Brundtland Report (1987), Montreal Protocol (1987), and the Rio Declaration (1992) (GPM, 2024).

Then, the third wave began with the expansion of globalization theories that began in the '90s and continued through the first years of the new millennium. Many substantial changes occurred as well, taking these environmental efforts to a global scale, leading to the Kyoto Protocol (1997), the Johannesburg Declaration (2002), and the spread of these practices worldwide. This opened a new path for the fourth wave with the Sustainability Theory, which became a central concern from the beginning of the 2000s to the 2010s, integrating these concepts into business and government practices such as Corporate Social Responsibility (CSR) (GPM, 2024), attracting the interest of many companies.

New agreements were also established, such as the Millennium Development Goals (2000) and the Paris Agreement (2015) (GPM, 2025), opening the way for the fifth wave, which now focused on climate action and attracted younger generations who urged environmental justice. This resulted in accords such as the Climate Action Summit (2019) and the European Green Deal (2019) that addressed important subjects like climate change (GPM, 2024).

The sixth wave began around 2015 through the beginning of the 2020s. This time was characterized by: "The integration of Environmental, Social, and Governance (ESG) factors into" (GPM, 2024, p. 11) business practices, which originated the Sustainable Development Goals (2015) and the Task Force on Climate-related Financial Disclosures (2017), both related to sustainability and climate change. Finally, the seventh and last wave began in this last decade, right after the COVID-19 pandemic, which completely changed the course of human history. This wave focused more on regeneration, shifting the view from not harming to restoring the environment (GPM, 2024).

With these new perspectives, new hopes are emerging to expand this view and create a healthier planet for everyone. In pursuit of that clear objective of transforming the world into a better place for everyone (people, planet, nature), the Sustainable Development Goals were created in the middle of the 2010s decade. However, the first ones were listed at the beginning of the 21st century as the Millennium Development Goals (2000), which began as just eight goals whose objective was to: “Reduce poverty and improve health, education, and the environment by 2015” (GPM, 2024, p. 10). Reducing was the focus because, during that period, regeneration was not yet a subject of discussion .

Then, when 2015 arrived, and many noticed the goals were insufficient and were not delivering the expected results, the United Nations decided to create new Sustainable Development Goals in 2015, increasing the number from eight to 17 global goals to achieve greater sustainability (GPM, 2024). SDGs are now known in many organizations and are considered part of strategic planning activities. These goals cover important, urgent topics related to biodiversity, chemicals and waste, climate change, desertification, disaster reduction, education, employment, energy, finance, food and agriculture, forests, gender, health, poverty, sustainability, technology, violence, and water (UN, 2025).

Although many subjects are covered, they are considered in the 2030 Agenda and divided into five critical areas: people, planet, prosperity, peace, and partnership (UN, 2025). All these urgent topics and areas of concern are also included in the 17 Sustainable Development Goals; this way, organizations can better visualize them and incorporate them into their strategic planning.

This is important too for nonprofit and NGO organizations, as their missions are usually related to one or more of the SDGs' areas of urgency.

However, not all NGOs integrate these sustainable goals; some do so because they lack sufficient knowledge or access to proper training. Apoautis, for example, addresses many of these important concerns, but none of the goals are specified in its planning or documentation. This can be a disadvantage because donors and other stakeholders often look for organizations that address these sustainable goals, as many of them also include them in their own strategies.

Moreover, including this information in the proposal will help Apoautis manage the complexity of these goals while remaining agile, inclusive, and mission-driven. By applying these sustainable principles, the organization also ensures that every project delivers not only services to its members but also strengthens systems, increases benefits for the community, and impacts all the people and other organizations involved. This can be achieved by integrating the SDGs into all projects and strategies, starting with integrating these principles into their project management and PMO practices.

For that reason, for this PMO proposal for Apoautis, it is imperative to include this subject and clearly understand the 17 Sustainable Development Goals to clarify which ones apply to the organization and how each of them relates to their project, product, operations, and maintenance; along with explaining clearly also which ones do not apply and why, as shown in Table 20.

Table 20

Sustainable Development Goals

LOGO	GOAL PURPOSE	RELATIONSHIP WITH PMO	APPLIES	
			NOW	PMO
	Goal 1 - No Poverty: End poverty in all its forms everywhere.	By enhancing PMO and sustainability, Apoautis can offer economic support, inclusive training, and inclusive job opportunities to reduce economic vulnerability among families with autistic relatives.		
	Goal 2 - Zero Hunger: End hunger, achieve food security, improve nutrition, and promote sustainable agriculture.	The cooking workshop promotes food education to autistic people and their families. Apoautis also receives external donations to provide food to vulnerable families with autistic relatives. This contributes to reducing food insecurity in people with autism.	✓	✓
	Goal 3 - Good Health and Well-being: Ensure healthy lives and promote well-being for all ages.	Apoautis provides psycho-diagnosis, therapies, and mental support. PMO can optimize those services to enhance quality and benefits and ensure the well-being of their members.	✓	✓
	Goal 4 - Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Apoautis supports autistic children's inclusion in formal education, trains teachers, and provides non-formal educational support. PMO can help improve this, enabling more children to be included and receive quality education.	✓	✓
	Goal 5 - Gender Equality: Achieve gender equality and empower all women and girls.	Apoautis integrates mothers in directive roles, making them visible. Through PMO principles, Apoautis can create more gender-sensitive programs.	✓	✓
	Goal 6 - Clean Water and Sanitation: Ensure availability and sustainable management of water and sanitation for all.	This goal does not relate directly to Apoautis. However, the organization has access to clean water at all its centers and provides free drinking water to all its employees. PMO can help optimize water use to reduce costs.	✗	✓
	Goal 7 - Affordable and Clean Energy: Ensure access to affordable, reliable, sustainable, and modern energy for all.	This goal does not relate directly to this PMO proposal at present. However, with the implementation of a PMO, the organization can develop plans to use energy better and reduce operational costs.	✗	✓

LOGO	GOAL PURPOSE	RELATIONSHIP WITH PMO	APPLIES NOW PMO	
	Goal 8 - Decent Work and Economic Growth: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	Vocational workshops (graphic arts, cooking) address this goal and foster inclusion in the labor market for autistic adults and their caregivers. PMO can improve these projects to reach more beneficiaries and create alliances with other companies and internships to include the autistic population in their workforce.	✓	✓
	Goal 9 - Industry, Innovation, and Infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.	Although it is not addressed in the present, the implementation of PMO represents, in this case, a perfect example of innovation in the NGO sector. Along with it, it encourages structured processes and digitalization. It can also help create more projects to make significant infrastructure changes across the different centers of Apoautis nationwide.	✗	✓
	Goal 10 - Reduce Inequalities: Reduce inequality within and among countries.	Apoautis directly addresses social and educational inequalities for autistic individuals. PMO can ensure services reach the most vulnerable population of the autistic community to avoid discrimination and exclusion.	✓	✓
	Goal 11 - Sustainable Cities and Communities: Make cities and human settlements inclusive, safe, resilient, and sustainable.	This goal is not fully met yet because the organization could be improved by implementing a PMO, as this relates to how it promotes the integration of autistic people into society. PMO can create more programs to support accessibility in the community.	✗	✓
	Goal 12 - Responsible Consumption and Production: Ensure sustainable consumption and production patterns.	This goal is not yet considered part of the processes, but with the PMO implementation in Apoautis, it will improve resource use to ensure sustainable consumption and increase organizational sustainability.	✗	✓
	Goal 13 - Climate Action: Take urgent action to combat climate change and its impacts.	Even though it is not directly related now, Apoautis has run activities in past years for the kids to plant small trees in the center, which serve as therapy and help educate them about caring for the planet. PMO can turn these ideas into larger projects to raise awareness of climate change. By optimizing resources, the organization will contribute to this goal.	✗	✓

LOGO	GOAL PURPOSE	RELATIONSHIP WITH PMO	APPLIES NOW PMO	
	Goal 14 - Life below Water: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.	This goal does not relate directly at the moment. Nevertheless, the organization offers swimming lessons, hydrotherapy, and dolphin-assisted therapy. By implementing PMO practices, the organization can help raise awareness of the importance of oceans.	X	✓
	Goal 15 - Life on Land: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.	Apoautis is not directly addressing this goal in its current programs, but activities such as planting trees and taking autistic individuals into nature help promote care for the planet. By applying PMO principles and integrating them into the strategic and planning tasks, the organization can increase awareness of this goal among its members, given that more than 600 families are part of the organization.	X	✓
	Goal 16 - Peace, Justice, and Strong Institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.	Apoautis is part of different organizations that fight injustice and inequalities, while also promoting the rights of children and adults with disabilities such as autism and other developmental conditions. They also provide advice, support, and referral to justice services when an autistic individual is a victim of any injustice. PMO enhances institutional capacity, transparency, and governance, promoting stronger internal systems that ensure and enhance justice and inclusion of people with disabilities, especially those with autism.	✓	✓
	Goal 17 - Partnerships for the Goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development.	Apoautis has partnerships with government entities, national institutions, and international nonprofit organizations that address sustainable goals, although the subject is still not included in their strategies. By implementing PMO practices, the organization can manage multi-stakeholder projects and foster collaboration with donors, schools, and the government. A formal structure helps to align these efforts with global and local partners to strengthen sustainability.	✓	✓

Note: This table shows each SDG's meaning and its relationship with the PMO proposal. Adapted from "The 17 Goals," by UN, 2025, United Nations Sustainable Development Goals, created by the author of the PMO proposal.

7.2 Analysis of the project according to Standard P5

To evaluate the sustainability of a project, companies use diverse theories and criteria. One of the newest and most impactful sustainability tools to result from a joint effort by specialists in the field is the Green Project Management Association's 2009 creation. They explain that this impact analysis tool, called “P5”, has the objective to work as: “An internationally recognized standard for sustainable project management” (GPM, 2025, p. i) and is based on the SDGs that are part of the 2030 Agenda of the UN.

P5 uses five different lenses to evaluate the impact under two main perspectives: product and process. The product perspective focuses on the project's outcomes and results and includes the first two lenses: lifespan and servicing. Lifespan refers to the sustainability of a project or product over its useful life (GPM, 2025). Servicing evaluates the sustainability of servicing activities during that time of useful life.

The second perspective, process, focuses on project management and includes the lenses of efficiency, effectiveness, and fairness (GPM, 2025). Efficiency evaluates whether the project's resource-use process design is optimal relative to industry standards. Effectiveness refers to the effective use of resources, and fairness focuses on determining if the individuals affected by the project receive fair and respectful treatment. According to the P5: “All five lenses are essential for fully understanding the sustainability impacts of a project as they help to reveal impacts that might otherwise be missed” (GPM, 2025, p. 10). All of them impact distinct perspectives of the project.

The elements to be evaluated are divided into three categories (People, Planet, and Prosperity), and each category is also divided into different subcategories (GPM, 2025). Each subcategory is also divided into specific elements to be evaluated. The People impact category encompasses concerns that affect individuals, their communities, and society at large (GPM, 2025). This category focuses on maintaining good relationships, respecting human rights, and adhering to ethical behavior.

The second category, Planet, refers to the impact on natural life like air, land, water, flora, fauna, and people that live on them (GPM, 2025) to preserve them and restore the damage already done. Furthermore, the last category, Prosperity: “Concerns the impacts that a project’s activities and results may have on the finances of the project’s stakeholders” (p. 62), aims to maximize returns and benefits for all the individuals involved. This also makes projects more dependent on stakeholders and external funding.

Besides evaluating the elements for each lens in the P5 Impact Analysis, each is also evaluated on its cause, impact, and recommended solutions to reduce the negative impact or maximize the positive impact. Also, an initial score is assigned based on the project's impact before the analysis, and an after score is assigned based on how the impact will be addressed after implementing the recommended solutions. The difference between the before and after scores is then calculated as a new impact score, which measures how much the proposed actions improved the organization's sustainability performance. The higher the positive impact score, the better.

Once all elements are evaluated and scored, the new impact scores are aggregated by category and subcategory to provide a broader view of impacts on people, the planet, and prosperity. To finish the evaluation, a final score is calculated by adding all the elements to reflect sustainability performance.

This analysis provides: “Guidance on what to measure and how to integrate P5 into project activities” (GPM, 2025, p. 4), helping: “Comprise aspects of project governance that should support and enhance organizational governance in accordance with the sustainability goals, targets, and commitments adopted” (p. 5) by the organization that is evaluated, increasing their sustainability impact.

Another important aspect of this P5 analysis is that it also brings important international standards into one single format, like the United Nations Universal Declaration of Human Rights, International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic, Social, and Cultural Rights (ICESCR), Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), ILO Declaration on Fundamental Principles and Rights at Work, The 2030 Agenda for Sustainable Development, UN Sustainable Development Goals (SDGs), Sustainable Accounting Standards Board (SASB) Standards, SA8000:2014 Standard (Social Accountability International), Ten Principles of the United Nations Global Compact, and the Global Reporting Initiative (GRI) Standards (GPM, 2025).

With these five lenses, the P5 ensures that the impact evaluation is conducted throughout the project lifecycle, tailored to each organization and aligned with the elements that apply to them. The analysis developed for Apoautis is shown in Table 21, with the final scores presented also in Table 22.

Table 21

P5 Sustainability Impact Analysis

PEOPLE IMPACTS								
Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
LABOR PRACTICES AND DECENT WORK								
Labor Practices and Decent Work	Lifespan	Y	Long-term staffing stability for project continuity.	Stable teams preserve institutional memory and project resilience.	3	Implement retention incentives and succession planning.	5	2
	Servicing	Y	Clear role definitions and career progression paths will maintain staff engagement and reduce turnover.	Well-supported staff can provide higher-quality services to beneficiaries, increasing overall organizational impact.	3	Provide ongoing mentorship and feedback mechanisms to ensure continuous service improvement.	4	1
	Effectiveness	Y	Staff's ability to deliver high-quality results.	Skilled, stable teams improve service delivery to Apoautis beneficiaries.	3	Regular performance reviews and targeted training.	4	1
	Efficiency	Y	Centralized planning reduces duplication of work and optimizes resource allocation.	Optimized staffing reduces operational bottlenecks and resource waste.	2	Implement workload-monitoring and task-allocation systems.	4	2
	Fairness	Y	Equal hiring and treatment of staff.	Promotes equity and social cohesion.	4	Transparent recruitment and grievance policies.	5	1
Labor Management Relations	Lifespan	Y	Establishing PMO governance will create enduring communication channels between staff and leadership.	Strong relations extend organizational stability and employee loyalty.	3	Maintain open communication channels and formal grievance mechanisms.	5	2
	Servicing	Y	Regular feedback sessions will strengthen trust and collaboration.	Collaborative labor relations improve service delivery efficiency.	3	Regular joint labor-management review meetings for project updates.	5	2

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
Project Health and Safety	Effectiveness	N						
	Efficiency	Y	Dispute resolution protocols will prevent project delays.	Fewer disputes mean less downtime and legal costs.	2	Provide conflict-resolution and negotiation training for both parties.	4	2
	Fairness	Y	Policies will promote equitable treatment and open dialogue for all levels of staff.	Balanced representation of employee voices prevents exploitation.	3	Implement staff representation in PMO governance decisions.	5	2
	Lifespan	Y	Health and safety measures embedded into PMO processes will ensure long-term protection for staff and beneficiaries.	Long-term reductions in accidents increase operational reliability.	3	Establish safety protocols integrated into the PMO processes.	5	2
	Servicing	Y	Ongoing monitoring will ensure compliance with national safety regulations.	Healthy staff can sustain quality services.	2	Provide regular health screenings and safety briefings.	4	2
	Effectiveness	N						
	Efficiency	Y	Preventive measures reduce downtime caused by accidents or hazards.	Fewer incidents lower operational costs and delays.	3	Implement preventive maintenance for equipment and ensure a safe workspace design.	4	1
	Fairness	N						
	Lifespan	N						
Training and Qualifications	Servicing	Y	Training programs will be updated regularly to reflect evolving best practices.	Well-trained staff deliver higher-quality outputs.	4	Use specialized training for project-specific needs.	5	1
	Effectiveness	Y	Continuous upskilling of staff. Qualified staff will deliver higher-quality outcomes and better project control.	Maintains the relevance of skills throughout the project's lifetime.	3	Annual skills-gap analysis and training plan.	5	2
	Efficiency	N						
	Fairness	Y	Direct link between training and service quality.	Higher skill levels improve outcomes for beneficiaries.	3	Implement post-training evaluations to measure impact.	4	1

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
Organizational Learning	Lifespan	Y	Knowledge management systems within the PMO will preserve institutional memory.	Embedding lessons learned strengthens the organization's long-term adaptability.	4	Formalize a "lessons learned" repository within the PMO.	4	0
	Servicing	Y	Lessons learned will be shared across departments to improve project outcomes.	Improved internal knowledge directly enhances service delivery quality.	3	Share best practices and updates during regular staff briefings.	5	2
	Effectiveness	Y	Applying lessons learned to new projects.	Increase the success rate and reduce repeated mistakes.	2	Create PMO lessons-learned repository.	5	3
	Efficiency	N						
	Fairness	N						
Equal Opportunity	Lifespan	N						
	Servicing	N						
	Effectiveness	Y	Diverse teams increase creativity and problem-solving capacity.	Inclusive teams often have higher creativity and problem-solving capacity.	3	Track diversity metrics and link them to performance results.	4	1
	Efficiency	Y	Varied skill sets and perspectives can optimize project outcomes.	Equal opportunity reduces turnover by promoting job satisfaction.	4	Apply consistent evaluation standards for all roles.	4	0
	Fairness	Y	Equal access to opportunities regardless of background.	Supports inclusion of people with disabilities in the workforce.	4	Inclusive recruitment and promotion policy.	5	1
Local Competence Development	Lifespan	Y	Strengthening the local skills base.	Reduces long-term reliance on external consultants.	3	Partner with local training centers and universities.	5	2
	Servicing	Y	The PMO will strengthen long-term local project management capacity.	Strengthening local skills eventually increases project success rates.	3	Design training adapted to local contexts.	4	1
	Effectiveness	N						
	Efficiency	Y	Localized skills reduce dependency on external consultants.	Local capacity reduces reliance on external consultants, saving costs.	3	Maintain a database of trained local experts.	5	2
	Fairness	N						

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
Work-life harmony and mental health	Lifespan	Y	The PMO will institutionalize wellness policies that last beyond individual leadership terms.	A healthy work-life balance reduces burnout, extending employees' careers.	2	Implement flexible work policies where feasible.	4	2
	Servicing	Y	Support programs such as flexible work arrangements will be periodically reviewed.	Rested, motivated staff provide better services.	3	Promote wellness programs and mental health days.	5	2
	Effectiveness	Y	A healthy balance reduces burnout and turnover.	Improves operational stability.	3	Wellness support programs.	4	1
	Efficiency	Y	Reduced burnout will lower absenteeism and improve retention.	Reduced sick leave and turnover improve operational efficiency.	3	Provide mental health support resources for employees.	5	2
	Fairness	N						
SOCIETY AND CUSTOMERS								
Community engagement	Lifespan	Y	Long-term, consistent interaction with the autism community and families.	Build trust, continuity, and program resilience.	4	Establish a permanent community liaison role within PMO.	5	1
	Servicing	Y	Engagement activities should be scheduled regularly.	Maintain trust and transparency.	3	Feedback sessions and open forums, to	5	2
	Effectiveness	Y	Ability to deliver programs that meet real community needs.	Ensure PMO initiatives remain relevant and impactful.	3	Use regular needs assessments and feedback loops.	5	2
	Efficiency	Y	Using digital tools can save the organization resources.	Maximize participation while minimizing resource waste	3	Use structured tools (surveys, digital platforms)	4	1
	Fairness	Y	Equal voice and participation for all community segments.	Promotes inclusion and avoids marginalization.	4	Host inclusive consultation sessions with accessibility features.	4	0
Public policy and compliance	Lifespan	Y	Compliance must be maintained throughout the PMO's operational lifespan.	Help the organization adapt to legislative changes.	2	Regular policy reviews.	5	3
	Servicing	N						

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
	Effectiveness	Y	Ensuring alignment with Honduran disability rights laws.	Protect legal standing and enhance stability.	4	Assign a PMO compliance officer to monitor regulations.	5	1
	Efficiency	N						
	Fairness	Y	Transparency and accountability in policy-related decisions.	Strengthens trust with stakeholders and authorities.	3	Publish annual compliance and impact reports.	5	2
	Lifespan	N						
	Servicing	N						
Protection for Indigenous and tribal people	Effectiveness	N						
	Efficiency	N						
	Fairness	Y	Registry of respect for rights when engaging Indigenous families with autistic members.	Avoids cultural insensitivity and ensures equal access.	2	Culturally sensitive outreach and interpreter services.	4	2
	Lifespan	Y	The PMO must ensure that all programs and services offered by Apoautis maintain safe conditions for beneficiaries, staff, and visitors at all times.	Keeping everyone safe can reduce accidents and possible legal actions.	3	Safety training is conducted annually for employees.	5	2
	Servicing	Y	Regular safety measures help keep services safe for employees and customers.	Reduce accidents and enhance employee and beneficiary safety.	3	Regular safety checks, emergency preparedness drills, and maintenance schedules.	4	1
Customer health and safety	Effectiveness	Y	Safety of program participants during events and services.	Prevents accidents and safeguards well-being.	4	Risk assessments should be conducted before all activities, and trained staff on duty should be informed.	5	1
	Efficiency	Y	Integrating safety into standard operating procedures avoids costly accidents or interruptions.	Reduce cost and delays.	3	Safety training and parents' signatures on safety measures.	4	1

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
Product and service labelling	Fairness	Y	Safety protocols should be applied equally to all users, regardless of age, disability, or background.	Everyone's safety is important for all stakeholders.	4	Safety training, safety measures, and commitment.	5	1
	Lifespan	Y	Any information about Apoautis' services or products should remain accurate, up to date, and accessible throughout the life of the project.	Information can increase stakeholders' and donors' attention and guide beneficiaries.	4	Brochure with organization information and services.	5	1
	Servicing	N						
	Effectiveness	N						
	Efficiency	N						
Customer privacy and data protection	Fairness	N						
	Lifespan	Y	Data protection policies should cover the full cycle of information management — collection, storage, use, and deletion.	Data safety maintains stakeholder trust, protects sensitive information, and prevents legal action.	4	Data protection policy.	5	1
	Servicing	Y	Regular updates to security protocols and staff training on privacy laws help prevent breaches.	Safety and prevention of legal actions.	4	Staff training on safety protocols.	5	1
	Effectiveness	Y	Strong privacy measures maintain trust and legal compliance, especially when collaborating with sensitive beneficiary data.	Prevents legal action against the organization.	4	Use of digital safety measures and programs.	5	1
	Efficiency	Y	Secure digital systems streamline data handling while reducing risk exposure.	Secure data better.	4	Safety data maintenance.	5	1
	Fairness	Y	Privacy rights must be upheld for all customers equally, without discrimination or selective application, especially for children with autism spectrum disorder diagnosis.	Keeps beneficiaries' information safe.	4	Parents and Apoautis' commitment to data privacy.	5	1

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
HUMAN RIGHTS								
Harassment and discrimination	Lifespan	Y	Long-term prevention and handling of harassment cases.	Sustains safe and respectful workplace and service environments.	4	Implement permanent anti-harassment policies and reporting channels.	5	1
	Servicing	N						
	Effectiveness	Y	Ability to address and resolve cases quickly.	Maintains trust and program stability.	3	Set up PMO monitoring to ensure timely responses and case resolution.	5	2
	Efficiency	N						
Age-appropriate labor	Fairness	Y	Equal protection for staff, volunteers, and participants.	Promote equality and inclusion.	4	Inclusive HR policies with regular bias-awareness workshops.	5	1
	Lifespan	Y	Policies preventing child labor and ensuring age-appropriate tasks for younger staff or volunteers should be embedded in all projects and maintained indefinitely.	Prevents child abuse and legal actions.	4	Age policy and employees' age profile.	5	1
	Servicing	N						
	Effectiveness	Y	Protecting youth from harmful work enhances Apoautis' reputation and aligns with SDG commitments.	Keep employees and volunteers safe.	4	Age policy: employees/volunteers age profile.	5	1
Forced and involuntary work	Efficiency	N						
	Fairness	Y	Ensuring volunteers or trainees work in age-appropriate roles.	Avoids exploitation and legal issues.	3	Strict age verification and role assignment comply with the law.	4	1
	Lifespan	N						
	Servicing	N						
Forced and involuntary work	Effectiveness	N						
	Efficiency	N						

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
	Fairness	Y	Preventing any form of coerced work.	Upholds ethical standards and human rights.	4	Maintain transparent recruitment and volunteer consent processes.	5	1
Talent acquisition, retention, and empowerment	Lifespan	N						
	Servicing	N						
	Effectiveness	Y	Recruiting and keeping skilled professionals.	Enhances the quality and continuity of services.	3	Introduce staff development plans, incentives, and flexible contracts.	4	1
	Efficiency	Y	No registry for making the most of available talent.	Reduces turnover costs and boosts performance.	2	Implement mentorship programs and cross-training.	4	2
	Fairness	Y	Career growth opportunities should be accessible to all employees, promoting equity and avoiding bias in promotions or training access.	Reduce the number of non-capable employees profiled and hired.	4	Internal hiring policy and Manual of Work Positions.	5	1
ETHICAL BEHAVIOR								
Sustainable procurement and contracts	Lifespan	N						
	Servicing	N						
	Effectiveness	Y	Ability to source goods/services that meet sustainability standards.	Reduces environmental footprint, supports ethical supply chains.	3	Establish procurement guidelines prioritizing local, eco-friendly, and socially responsible suppliers.	5	2
	Efficiency	Y	Streamlining sustainable purchasing to save time and resources.	Avoids waste, reduces costs over time.	3	Use PMO-controlled vendor lists with pre-vetted sustainable suppliers.	4	1
	Fairness	N						

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
Anti-corruption	Lifespan	Y	Anti-corruption measures must be a permanent part of governance.	Prevent legal action and distrust.	3	Implement internal controls, financial audits, and whistleblower protections.	5	2
	Servicing	N						
	Effectiveness	Y	Transparency increases the organization's ability to perform management tasks.	Protects Apoautis' reputation and ensures transparent decision-making.	3	Anti-corruption policy.	5	2
	Efficiency	Y	Transparency also increases organizational efficiency, helping avoid unethical behavior by employees or the board.	Prevents resource loss and inefficiencies caused by fraud or unethical behavior.	3	Employees are training on anticorruption.	5	2
	Fairness	Y	Ensuring transparency in procurement and project execution.	Build trust with donors, partners, and the community.	4	Enforce clear anti-bribery policies, whistleblower protection, and procurement audits.	5	1
Fair competition	Lifespan	N						
	Servicing	N						
	Effectiveness	N						
	Efficiency	N						
	Fairness	Y	Equal opportunity for suppliers to compete.	Encourages innovation, quality, and fairness.	4	Publicize tenders, rotate supplier opportunities.	4	0
Responsible Technology	Lifespan	Y	Ensuring tools and systems are ethical, accessible, and secure.	Protects data privacy, supports long-term operations.	3	Choose software with strong data protection, accessibility, and minimal impact.	5	2
	Servicing	N						
	Effectiveness	N						
	Efficiency	N						
	Fairness	N						
	Lifespan	N						
	Servicing	N						

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
Green claims and greenwashing	Effectiveness	Y	Ensuring all sustainability claims are valid and verifiable.	Maintains credibility and avoids reputational harm.	4	Require third-party verification for green claims and publish transparent reports.	5	1
	Efficiency	N						
	Fairness	N						

PLANET IMPACTS

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
TRANSPORT								
Local procurement	Lifespan	N						
	Servicing	N						
	Effectiveness	Y	Purchasing from nearby suppliers to support the local economy.	Strengthens community, reduces transport emissions.	4	Prioritize local vendors in procurement policy and monitor the % of local spend.	5	1
	Efficiency	Y	Short supply chains reduce delays and transport costs.	Improves reliability and cost-effectiveness.	4	Develop a pre-approved local vendor list and integrate it with PMO purchasing workflows.	5	1
Digital communication	Fairness	N						
	Lifespan	N						
	Servicing	N						
	Effectiveness	N						
	Efficiency	Y	Use of virtual channels to reduce paper, travel, and cost.	Lowers carbon footprint, increases agility.	4	Adopt collaboration platforms and train staff in remote communication tools.	5	1
Traveling and commuting	Fairness	N						
	Lifespan	N						
	Servicing	N						
	Effectiveness	N						

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
Logistics	Efficiency	Y	Managing staff travel to minimize environmental impact and cost.	Reduced emissions and expenses.	3	Implement a travel policy that prioritizes public transport, shared rides, or virtual alternatives.	4	1
	Fairness	N						
	Lifespan	N						
	Servicing	N						
	Effectiveness	Y	Optimization of the transport of materials.	Decrease waste and energy use.	3	Centralize logistics planning in PMO.	4	1
	Efficiency	N						
ENERGY	Fairness	Y	Transparent scheduling and workload distribution in logistics.	Improves work-life balance and equity.	4	Use the PMO tracking system to monitor workloads and avoid overburdening.	5	1
Energy Consumption	Lifespan	Y	Use of sustainable energy to support long-term operations.	Supports resilience and cost savings over time.	3	Invest in energy-efficient appliances and conservation practices.	4	1
	Servicing	N						
	Effectiveness	N						
	Efficiency	Y	Monitoring or reducing energy use in offices and activities.	Lower energy use reduces operational costs and environmental harm.	3	Implement energy audits and efficiency measures (LEDs, timers).	5	2
	Fairness	N						
GHG emissions	Lifespan	N						
	Servicing	N						
	Effectiveness	Y	Measure of carbon footprints from all project-related activities.	Reduces contribution to climate change.	3	Track emissions and set reduction targets aligned with SDGs	4	1
	Efficiency	Y	No reduction of operations to cut unnecessary emissions.	Improves resource use and cost savings.	2	Promote telecommuting and optimize transport routes.	4	2

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
Renewable and clean energy returns	Fairness	N	No use of renewable energy sources to power facilities.	Increases sustainability and energy independence.	2	Explore solar panels or other clean energy installations.	4	2
	Lifespan	Y						
	Servicing	N						
	Effectiveness	N						
	Efficiency	N						
Fairness	N							
LAND, AIR, AND WATER								
Biological diversity	Lifespan	N	Documented protection of local ecosystems and habitats.	Preserves biodiversity and supports environmental justice.	4	Avoid harmful activities near protected areas.	5	Y
	Servicing	N						
	Effectiveness	N						
	Efficiency	N						
	Fairness	Y						
Air and water quality	Lifespan	N	Verification of clean air and water in project sites and offices.	Protects the health of beneficiaries, staff, and the local environment.	4	Regular monitoring and waste treatment, use of non-toxic materials.	4	N
	Servicing	N						N
	Effectiveness	Y						Y
	Efficiency	N						N
	Fairness	N						N
Water consumption	Lifespan	N	Management of water use to minimize waste.	Conserves local water resources.	3	Implement water-saving fixtures and practices.	5	N
	Servicing	N						N
	Effectiveness	N						N
	Efficiency	Y						Y
	Fairness	N						N
Water displacement	Lifespan	Y	Construction projects that disrupt natural water flow or sources.	Maintains ecosystem balance and community access to water.	3	Impact assessments before project execution.	5	Y
	Servicing	N						N
	Effectiveness	N						N
	Efficiency	N						N
	Fairness	N						N

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
Soil erosion and regeneration	Lifespan	Y	Prevention of soil degradation and promoting recovery.	Protects agricultural land and biodiversity.	4	Use erosion control in gardens.	4	Y
	Servicing	N						N
	Effectiveness	N						N
	Efficiency	N						N
	Fairness	N						N
Noise pollution	Lifespan	N						N
	Servicing	N						N
	Effectiveness	N						N
	Efficiency	N						N
	Fairness	Y	Some noise affects the well-being of the surrounding community during activities.	Reduces stress and health impacts for residents.	3	Establish quiet zones and noise control measures during activities.	5	Y
CONSUMPTION								
Recycling and reuse	Lifespan	N						
	Servicing	N						
	Effectiveness	N						
	Efficiency	Y	Some materials are used to reduce waste.	Decreases in environmental footprint and operational costs.	3	Implement waste segregation and reuse practices.	5	2
	Fairness	N						
Disposal	Lifespan	Y	Waste disposal is well managed to avoid long-term harm.	Prevents soil and water contamination.	4	Develop waste disposal protocols aligned with local regulations.	5	1
	Servicing	N						
	Effectiveness	N						
	Efficiency	N						
	Fairness	N						
Contamination and pollution	Lifespan	N						
	Servicing	N						
	Effectiveness	Y	Pollutants are released during project activities.	Protects ecosystems and human health.	3	Use eco-friendly materials and enforce pollution control measures.	5	2
	Efficiency	N						
	Fairness	N						

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
Waste generation	Lifespan	N						
	Servicing	N						
	Effectiveness	N						
	Efficiency	Y	Volume of waste produced.	Saves resources and reduces landfill use.	3	Encourage paperless processes and bulk purchasing to reduce packaging.	4	1
	Fairness	N						

PROSPERITY IMPACTS

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
PROJECT FEASIBILITY								
Business case analysis	Lifespan	N						
	Servicing	N						
	Effectiveness	Y	Evaluation of project viability with social and environmental factors.	Ensures projects contribute to sustainability goals.	3	Integrate sustainability criteria into business case templates.	5	2
	Efficiency	N						
	Fairness	N						
Financial analysis	Lifespan	N						
	Servicing	N						
	Effectiveness	N						
	Efficiency	Y	Not enough assessment for cost-effectiveness and financial risks.	Optimizes resource use and reduces financial waste.	2	Include lifecycle costing and risk assessments.	5	3
	Fairness	N						
Social return on investment	Lifespan	N						
	Servicing	N						
	Effectiveness	Y	The organization measures social and environmental outcomes of projects.	Demonstrate value beyond financials to stakeholders.	4	Develop SROI frameworks tailored to Apoautis' mission.	5	1
	Efficiency	N						
	Fairness	N						
	Lifespan	N						

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
Modeling and simulation	Servicing	N						
	Effectiveness	N						
	Efficiency	N						
	Fairness	N						
BUSINESS AGILITY								
Flexibility optionality	Lifespan	Y	Good ability to adapt project plans as conditions change.	Enhances resilience and sustainability of projects.	4	Embed agile principles and regular review cycles.	5	1
	Servicing	N						
	Effectiveness	N						
	Efficiency	N						
	Fairness	N						
Resiliency	Lifespan	Y	Normal capacity to recover from disruptions.	Maintains continuity and protects investments.	3	Develop risk management and business continuity plans.	5	2
	Servicing	N						
	Effectiveness	N						
	Efficiency	N						
	Fairness	N						
MARKET AND ECONOMIC STIMULATION								
Local economic impact	Lifespan	N						
	Servicing	N						
	Effectiveness	Y	Contribution to local employment and business development.	Strengthens community wellbeing and economic sustainability.	4	Prioritize local hiring and sourcing in PMO policies.	5	1
	Efficiency	N						
	Fairness	N						
Indirect benefits	Lifespan	N						
	Servicing	N						
	Effectiveness	Y	Knowledge transfer to society and the medical fields.	Amplifies long-term community benefits.	3	Document and promote indirect benefits in project reports.	4	1
	Efficiency	N						
	Fairness	N						
	Lifespan	N						
	Servicing	N						

Element	Lens	Scored	Description (Cause)	Sustainability Impact	Initial Score	Response	New Score	Change
ESG disclosures and sustainability reporting	Effectiveness	N						
	Efficiency	N						
	Fairness	Y	Transparent communication of environmental, social, and governance performance.	Builds stakeholder trust and accountability.	3	Establish regular ESG reporting with international standards.	4	1

Note: This table shows each element of the P5 evaluation according to “The GPM® P5™ Standard for Sustainability in Project Management,” by GPM, 2025, created by the author of the PMO proposal.

Table 22*P5 Sustainability Impact Analysis Scoring Summary*

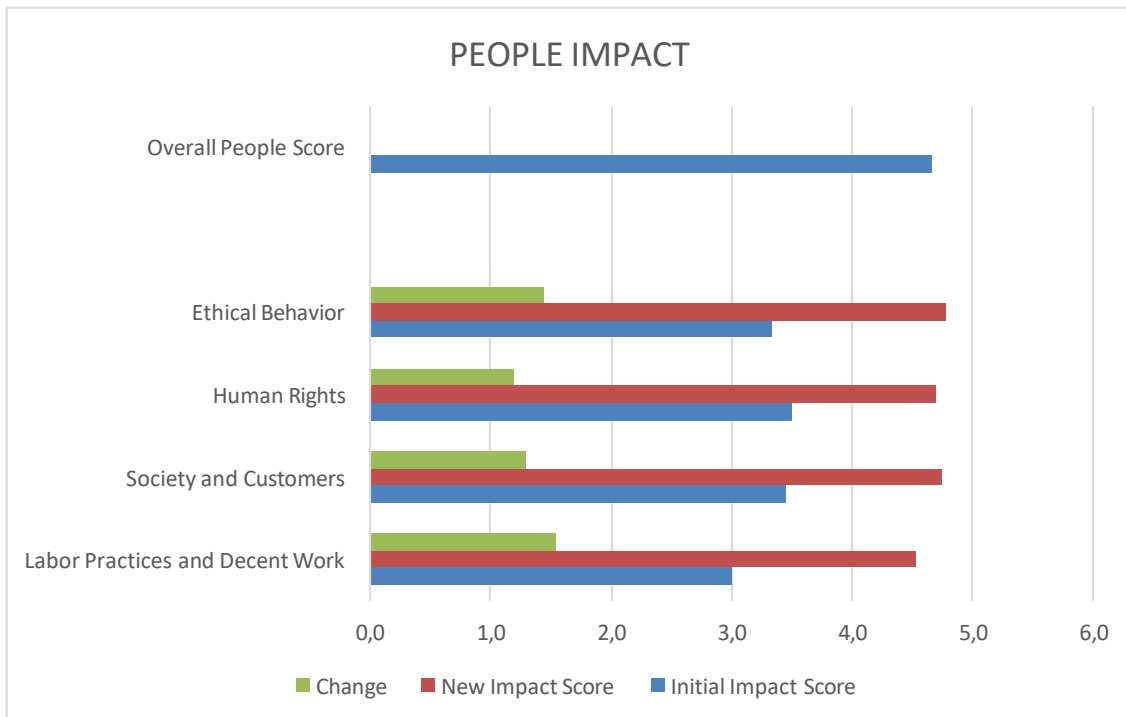
People Impacts	Initial Impact Score	New Impact Score	Change
Labor Practices and Decent Work	3.0	4.5	1.5
Society and Customers	3.5	4.8	1.3
Human Rights	3.5	4.7	1.2
Ethical Behavior	3.3	4.8	1.4
Overall People Score	4.7		
Planet Impacts	Initial Impact Score	New Impact Score	Change
Transport	3.7	4.7	1.0
Energy	2.6	4.2	1.6
Land, Air, and Water	3.5	4.2	0.7
Consumption	3.3	4.8	1.5
Overall Planet Score	4.6		
Prosperity Impacts	Initial Impact Score	New Impact Score	Change
Project Feasibility	3.0	5.0	2.0
Business Agility	3.5	5.0	1.5
Local Economic Impact	3.3	4.3	1.0
Overall, Prosperity Score	4.8		
OVERALL PROJECT SCORE	4.6		

Note: This table presents the main elements of the P5 evaluation results, as outlined in “The GPM® P5™ Standard for Sustainability in Project Management,” by GPM, 2025, created by the author of the PMO proposal.

The results obtained in the P5 evaluation vary from 1 to 5. In the P5 analysis for the PMO proposal at Apoautis, the 1-to-5 scale quantifies the significance and quality of the impact for each lens and subcategory. These scale meanings are:

- **1 = Very Low / Negative (Strongly negative or negligible impact):** The activity harms sustainability/regenerative goals or has no measurable positive effect.
- **2 = Low (Minor or inconsistent positive impact):** Some isolated good practices exist but are limited in scope or effect.
- **3 = Moderate (Clear, consistent positive impact):** Meets basic standards for sustainability and aligns partially with regenerative principles.
- **4 = High (Significant positive impact):** Strong alignment with SDGs and regenerative goals, producing tangible and measurable benefits.
- **5 = Very High / Transformative (Exceptional, systemic, long-term positive impact):** The project becomes a model for others, drives systemic change, and delivers net-positive outcomes for people, the planet, and prosperity.

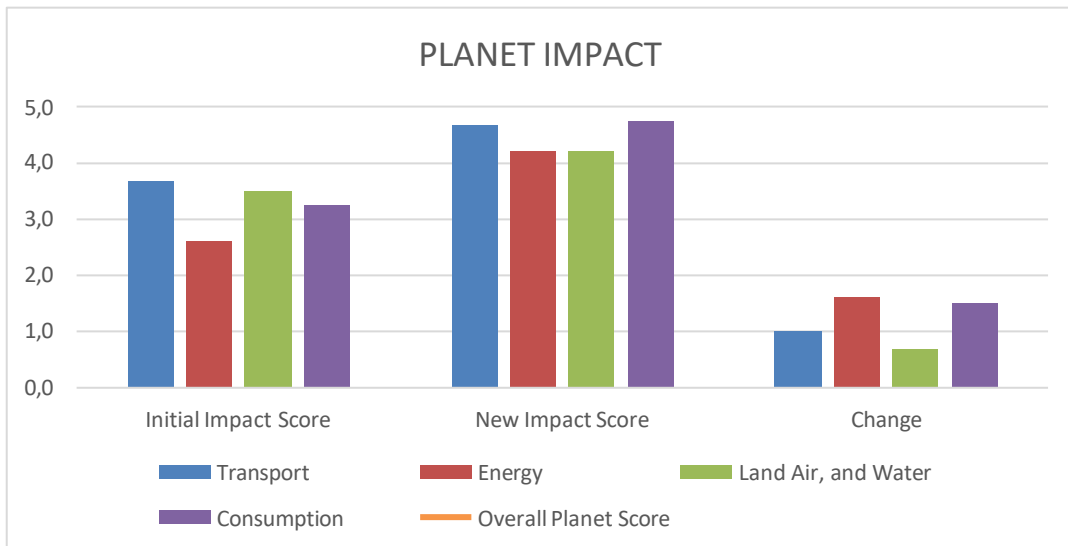
The difference between the before/after scores quantifies the extent to which the PMO contributes to sustainability and regenerative outcomes. The results on the People's Impacts are visualized on the charts shown in Figure 16, which includes the categories, the impact before and after implementation, and the changes that addressing these sustainability issues can provide for Apoautis.

Figure 16*People's Impact Scoring Chart*

Note: This image shows the results for People Impact, based on the P5 Impact Analysis in “The GPM® P5™ Standard for Sustainability in Project Management,” by GPM, 2025, created by the author of the PMO proposal.

According to this scale, a People Impacts score of 4.7 indicates that the application of the recommendations aligns strongly with the SDGs and regenerative goals, producing a positive impact on the community, employees, and beneficiaries.

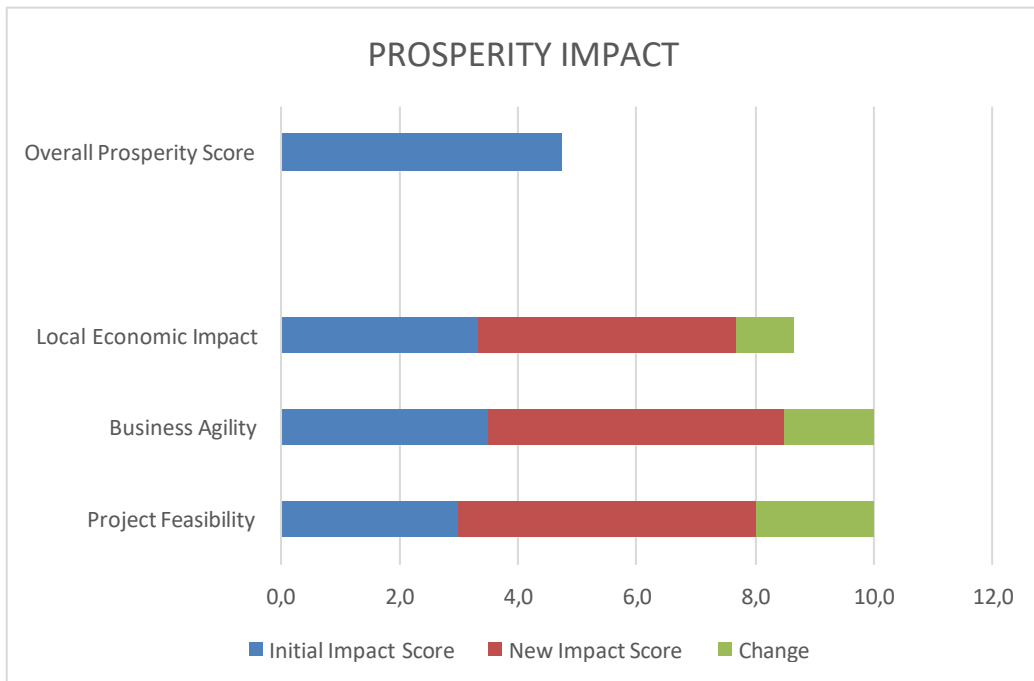
The results on the Planet's Impacts are visualized in the charts shown in Figure 17, which include the categories, the impact before and after implementation, and the changes that addressing these sustainability issues can bring to Apoautis.

Figure 17*Planet's Impact Scoring Chart*

Note: This image shows the results on Planet Impact, according to “The GPM® P5™ Standard for Sustainability in Project Management,” by GPM, 2025, created by the author of the PMO proposal.

In this second category, according to the impact scale, Planet Impact scores 4.6, indicating that the application of the recommendations aligns strongly with the SDGs and regenerative goals, resulting in a positive impact. This also reflects that Apoautis’ operations and projects generate a remarkably high positive environmental impact, going beyond harm reduction to actively restore and improve natural systems. This includes resource-efficient practices, waste reduction, biodiversity protection, and sustainable procurement.

The results on Prosperity’s Impacts are visualized in the charts shown in Figure 18, which include the categories, the impact before and after implementation, and the changes that addressing these sustainability issues can provide for Apoautis.

Figure 18*Prosperity's Impact Scoring Chart*

Note: This image shows the results for Prosperity Impact, according to the P5 Impact Analysis in "The GPM® P5™ Standard for Sustainability in Project Management," by GPM, 2025, created by the author of the PMO proposal.

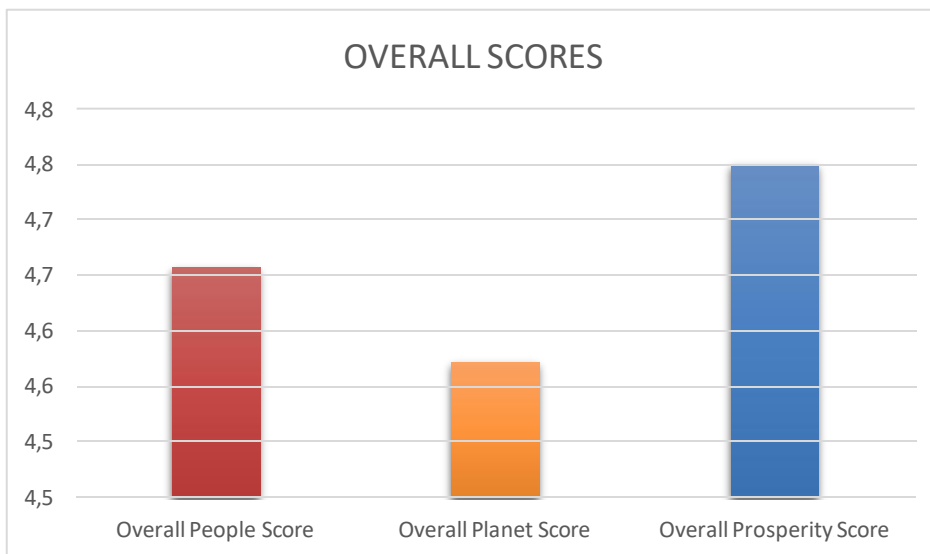
Furthermore, in the third category, Prosperity Impacts, the result is 4.8, indicating that if the organization implements the suggested strategies, there will be a positive impact on the project elements in this category. It also indicates that Apoautis' projects and operations can have a highly positive impact on economic and social prosperity.

Furthermore, the organization effectively strengthens local skills, creates employment opportunities, supports inclusive growth, and enhances the well-being of its beneficiaries and community. Implementing the PMO will further embed these practices, ensuring sustained economic and social value while aligning with regenerative development principles and the SDGs.

The results for the overall score are visualized in the charts shown in Figure 19, which include the categories, the impact before and after implementation, and the changes that addressing these sustainability issues can bring to Apoautis.

Figure 19

Overall Impact Scoring Chart



Note: This image shows the results for the overall categories' impact, according to the P5 Impact Analysis in "The GPM® P5™ Standard for Sustainability in Project Management," by GPM, 2025, created by the author of the PMO proposal.

The overall score is 4.6, which is also in the positive impact range if the organization implements the recommendations, thereby enhancing the project's sustainability outcomes. These positive results also show that the organization goes beyond sustainability.

These results are important for this PMO proposal because they help stakeholders see how PMO implementation, both visually and numerically, could transform the organization's social, environmental, and economic performance.

7.3 Relationship of the project to the dimensions of Regenerative Development

Even though the concept of regeneration started around 1942 in the agricultural sector (Müller, 2017), the framework was not noticed until this decade. An important precursor to the term was the sustainability theory, which began to gain relevance as concern for the environment emerged. During those more than three decades, many were focused only on reducing damage. Nevertheless, when experts realized this was not enough, the view shifted from “do no harm” to healing the adverse environmental impacts and transforming the world into a better place to live for everyone and everything. This is when the era of Regenerative Development starts, around the beginning of the 2020s decade (GPM, 2024), founded on: “Holistic approaches in its heart” (Müller, 2017, p. 11). This means that, unlike previous theories, this new perspective considers sustainable goals crucial for radically changing systems.

For this PMO proposal, it is important to address each of them, as Apoautis also creates a positive impact across many of these dimensions. For that reason, validation of this implementation in the field of Regenerative Development is also crucial to ensure alignment with those principles and serve as a catalyst for inclusive growth, long-term impact, and systemic transformation. Furthermore, validation allows integrating those values into the design process, helping PMO become a living system that evolves with the organization’s needs, fostering resilience, promoting community well-being, and contributing to the SDGs through regenerative practices. These dimensions are shown in Table 23.

Table 23*Dimensions of Regenerative Development*

DIMENSION	MEANING	PMO PROPOSAL IMPACT	POSITIVE / NEGATIVE
Environmental	Regeneration of degraded ecosystems and their services supports biodiversity and other interests, allowing life to continue thriving throughout the planet.	Resource allocation and responsible use promote material savings, recycling, and eco-friendly operations that can be integrated into the organization.	Positive
Social	Social strengthening, community organization, and development to address climate change, build inclusive and equitable societies, and adopt participatory, proactive approaches.	PMO principles enhance the project in Apoautis, increasing inclusion, equity, and access to essential services to create a more equal society.	Positive
Economy	Build a regenerative, fair, and equitable economy; seek the common good; prioritize people over profit; promote a circular economy; and support youth entrepreneurship.	Builds financial sustainability for the organization and empowers the autistic community through vocational training and promotion of work inclusion.	Positive
Political	Change political structures to reflect participatory governance and democracy, youth and women's involvement, transparency, and ethics.	PMO strengthens governance, advocacy, and public sector collaboration, enhancing Apoautis' participation in political platforms to defend the rights of people with disabilities.	Positive
Cultural	Validation of cultural diversity to promote community bonds, rescue of local knowledge and traditions, transforming knowledge into wisdom to assure a better future with greater possibilities of adaptation.	By implementing PMO practices to deliver more valuable projects, Apoautis will increase its efforts toward neurodiversity acceptance and the creative expression of all minds, fostering social inclusion and diversity.	Positive
Spiritual	Foster deep structures of values, ethics, compassion, and consciousness to build a society that cares and to live in peace with each other and Mother Earth.	PMO implementation can enhance Apoautis' mission by restoring dignity, strengthening organizational purpose, promoting emotional healing, and fostering a sense of belonging.	Positive

Note: This table shows the six dimensions of the impact of regenerative and PMO proposals. Adapted from “Regenerative Development, the Way Forward to Saving Our Civilization” by Müller, 2017, University for International Cooperation, created by the author of the PMO proposal.

These are also suggested indicators of sustainability and regenerative impact across key areas, including employment, training, community engagement, resource use, and organizational learning. These indicators, shown in Table 24, reflect how the organization promotes social inclusion, strengthens local capacities, ensures environmental responsibility, and fosters long-term community.

Table 24

Sustainability and Regenerative Development Indicators

P5 Subcategory	Sustainability Indicator	Regenerative Indicator	Measurement Method
Employment & Staffing	Employees' retention and satisfaction.	Increase in employment well-being.	Surveys, anonymous complaints.
Training & Qualification	Number of staff trained/year.	Skills transferred to the community.	Training attendance, follow-up surveys.
Equal Opportunity	Gender/diversity ratio in the workforce.	Inclusive hiring models are replicated in other NGOs.	HR diversity reports, benchmarking studies.
Community Engagement	Number of community outreach events.	Increased social cohesion & stakeholder trust.	Event logs, community satisfaction surveys.
Customer Health & Safety	Percentage of services meeting safety standards.	Empowerment of families to self-advocate	Service audits, family feedback forms.
Sustainable Procurement	Number of purchases from local suppliers.	Diverse local supply chain.	Procurement reports, supplier interviews.
Energy Consumption	kWh per month.	Clean energy generation.	Utility bills, renewable energy reports.
Water Consumption	Liters per month.	Local water systems safety.	Water meter logs, environmental reports.
Recycling & Reuse	Percentage of diverted waste from landfill.	Circular Economy initiatives launched.	Waste audit logs, partnership reports.
Organizational Learning	Number of lessons learned documented.	New adaptive practices benefit a wider network.	PMO knowledge repository, peer feedback.

Note: This table shows suggested sustainability and Regenerative indicators for Apoautis, created by the author of the PMO proposal.

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9 APPENDICES

9.1 APPENDIX 1: FGP CHARTER

CHARTER OF THE PROPOSED FINAL GRADUATION PROJECT (FGP)

1. Student name

Olga Pamela Figueroa Ruiz

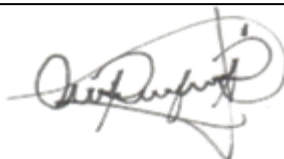
2. FGP name

Proposal for the Implementation of a Project Management Office at Apoautis in Honduras.

3. Application Area (Sector or Activity)

Health

4. Student signature



5. Name of the graduation seminar Facilitator

Carlos Brenes Mena

6. Signature of the facilitator.



7. Date of charter approval

August 29, 2025

8. Project start and finish date

July 02, 2025

February 19, 2026

9. Research question

What elements must be included in the design of a proposal for the successful implementation of a Project Management Office at Apoautis in Honduras?

10. Research hypothesis

It is possible to design a proposal for the successful implementation of a Project Management Office at Apoautis in Honduras.

11. General objective

To design a proposal for the successful implementation of a Project Management Office at Apoautis Honduras to improve project planning, execution, and monitoring to enhance organizational sustainability.

12. Specific objectives

1. To analyze the maturity and organizational needs of the nonprofit organization Apoautis in Honduras and define its basic elements for the development of a successful PMO.
2. To identify the characteristics, functions, position within the organizational structure, and level of authority of a PMO in Apoautis to fulfill an adequate professional profile.
3. To create a detailed proposal for a Project Management Office at Apoautis, considering the organizational needs, capacities, and strategic goals to increase project implementation and organizational sustainability.
4. To evaluate the expected benefits and challenges of the implementation of the PMO to determine probable results.

13. FGP purpose or justification

Apoautis is a nonprofit organization that supports individuals with autism and their families in Honduras. Despite its positive impact, the organization faces challenges in project coordination and self-sustainability, relying heavily on government funding and small contributions from families in the association. These limitations create an environment of uncertainty when government fundings are delayed for any reason, as has happened since last year due to the lack of these fundings, which has made the organization unsustainable and attention has been stopped this year, leaving more than 250 autistic children and their families without therapies or any other type of intervention, where only external evaluations are being done now.

The implementation of a Project Management Office (PMO) is an urgent need that has been suggested over the last year to help the organization address these current challenges. Creating a PMO can provide Apoautis with standardized processes, improve project execution and resource allocation in alignment with strategic objectives, and transform Apoautis into a more self-sustaining organization, increasing self-funding by up to 50% and impacting more than 600 autistic children and their families in Honduras.

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

- | |
|---|
| 1. Final Graduation Project |
| 1.1 FGP profile |
| 1.1.1 Introduction |
| 1.1.2 Theoretical framework |
| 1.1.3 Methodological framework |
| 1.1.4 Preliminary bibliographical research |
| 1.1.5 Annexes (FGP schedule, FGP WBS, FGP Charter) |
| 1.2 FGP development |
| 1.2.1 Develop organizational analysis |
| 1.2.1.1 Analyze current project management state |
| 1.2.1.2 Identify organizational needs |
| 1.2.1.3 Propose Organizational PMO Structure |
| 1.2.2 Design PMO Professional Profile |
| 1.2.2.1 Analyze document findings and Key insights |
| 1.2.2.2 Establish PMO roles and responsibilities |
| 1.2.2.3 Describe the Project Management Officer profile |
| 1.2.3 Create PMO Proposal |
| 1.2.3.1 Define PMO type |
| 1.2.3.2 Develop proposal content |
| 1.2.3.3 Design PMO Proposal Report |
| 1.2.4 Evaluate PMO Implementation |
| 1.2.4.1 Describe PMO benefits |
| 1.2.4.2 Analyze PMO challenges |
| 1.2.4.3 Create PMO Implementation Plan |
| 1.2.5 Conclusions |
| 1.2.6 Recommendations |
| 1.2.7 Reference lists |
| 1.2.8 Annexes |
| 1.2.9 Tutor approval for reading. |
| 1.3 Reader's review |
| 1.3.1 Review Assignment Request |
| 1.3.1.1 Assignment of Reviewers |
| 1.3.1.2 Communication |
| 1.3.1.3 FGP Submission for Reviewers |
| 1.3.2 Reviewer's Work |
| 1.3.2.1 Reviewer 1 |
| 1.3.2.2 Reviewer 2 |
| 1.3.3 Adjustments |
| 1.3.3.1 Report for Reviewers |
| 1.3.3.2 FGP Update |
| 1.3.3.3 Second Review by Reviewers |
| 1.4 Board of Examiners evaluation |
| 1.4.1 Final Review by Board |
| 1.4.2 Grade Report |

15. FGP budget

The total budget will be \$300.00 to cover the cost of physical printing, copies, and shipping for the proposal, since the organization is currently meeting online only.

Printing 2 Originals:	\$ 100.00
Copies (4 branch offices):	\$ 50.00
Shipping:	\$ 150.00

16. FGP planning and development assumptions

- The information needed to develop the project analysis will be available, and Apoautis will provide any additional data needed.
- There is a clear need to improve project coordination and sustainability in Apoautis.
- Research time will be approximately 20 hours per week during FGP development.
- The PMO Proposal is feasible for Apoautis, and it will improve the organization's self-sustainability.

17. FGP constraints

- Limited staffing: only the organization's president is actively collaborating on the proposal development.
- Limited time to develop the PMO proposal (3 months).
- Funds are limited due to Apoautis's current financial situation.
- There is not enough information about PMO proposal models for nonprofit disability organizations.

18. FGP development risks

- An unstable political context in Honduras could affect Apoautis' operations, which would in turn affect the development of the PMO proposal.
- Apoautis' current financial situation could result in the temporary or permanent closure of the organization, leading to the cancellation of the FGP.
- The organization's ongoing internal conflict can further reduce low stakeholder support for the study.
- The proposal could not meet Apoautis's real needs if the organization does not provide information correctly or in a timely manner.

19. FGP main milestones

Deliverable Milestones	Finish Estimated Date
FGP START	July 02, 2025
1. Final Graduation Project	February 19, 2026
1.1 FGP PROFILE	JULY 31, 2025
1.1.1 Introduction	July 31, 2025
1.1.2 Theoretical framework	July 21, 2025
1.1.3 Methodological framework	July 28, 2025
1.1.4 Preliminary bibliographical research	July 07, 2025
1.1.5 Annexes (FGP schedule, FGP WBS, FGP Charter)	July 14, 2025
1.2 FGP DEVELOPMENT	NOVEMBER 30, 2025
1.2.1 Develop organizational analysis	August 29, 2025
1.2.1.1 Analyze current project management state	August 12, 2025
1.2.1.2 Identify organizational needs	August 22, 2025
1.2.1.3 Propose PMO Structure	August 29, 2025
1.2.2 Design PMO Professional Profile	September 30, 2025
1.2.2.1 Analyze document findings and Key insights	September 10, 2025
1.2.2.2 Establish PMO roles and responsibilities	September 22, 2025
1.2.2.3 Describe the Project Management Officer profile	September 30, 2025
1.2.3 Create PMO Proposal	October 21, 2025
1.2.3.1 Define PMP type	October 07, 2025
1.2.3.2 Develop proposal content	October 14, 2025
1.2.3.3 Design PMO Proposal	October 21, 2025
1.2.4 Evaluate PMO Implementation	November 03, 2025
1.2.4.1 Describe PMO benefits	October 24, 2025
1.2.4.2 Analyze PMO challenges	October 29, 2025
1.2.4.3 Create PMO Implementation Plan	November 03, 2025
1.2.5 Conclusions	November 06, 2025
1.2.6 Recommendations	November 11, 2025
1.2.7 Reference lists	November 13, 2025
1.2.8 Annexes	November 17, 2025
1.2.9 Tutor approval for reading	November 30, 2025
1.3 READERS REVIEW	JANUARY 19, 2026
1.3.1 Review Assignment Request	December 12, 2025
1.3.1.1 Assignment of Reviewers	December 04, 2025
1.3.1.2 Communication	December 09, 2025
1.3.1.3 FGP Submission for Reviewers	December 12, 2025
1.3.2 Reviewer's Work	December 29, 2025
1.3.3 Adjustments	January 19, 2026
1.3.3.2 FGP Update	January 12, 2026
1.3.3.3 Second Review by Reviewers	January 19, 2026
1.4 BOARD OF EXAMINERS EVALUATION	FEBRUARY 19, 2026
1.4.1 Final Review by Board	February 09, 2026
1.4.2 Grade Report	February 19, 2026
FGP END	FEBRUARY 19, 2026

20. Theoretical framework

20.1 Estate of the “matter”

In today's world, solid project management is a crucial tool for the success of any initiative. The implementation of a Project Management Office represents a strategic move also for nonprofit organizations, especially to increase their self-funding and project sponsorship.

Many nonprofit organizations rely primarily on government funding and sporadic donations, making them especially vulnerable to political and economic conditions that can hinder their operations and potentially lead to closure when operations become unsustainable. For this reason, implementing project management strategies is important to increase their likelihood of operating efficiently and increase their benefits to others. Considering that Apoautis, a nonprofit organization that benefits around 600 autistic children and their families, the implementation of a Project Management Office could benefit the organization and turn it into a successful, self-sustaining project.

This PMO implementation can also contribute to improving project planning, execution, monitoring, and risk management; improving their stability and expanding their social benefits to the disability community. PMO is an organizational unit that standardizes project processes and facilitates resource allocation, which can be divided into three distinct types: supportive, controlling, or directive. The PMO type that best aligns with the organization should be selected based on the organization's project management needs and maturity level.

The maturity model also helps evaluate how well project management can be integrated into the organization, helping structure the PMO proposal and ensuring strategic alignment with the organization's mission, vision, and goals, which is particularly important in nonprofit organizations like Apoautis, where resources are limited and impact is mission-driven. Implementing a substantial change in organizations is a challenging task, but it is essential for many projects; for that reason, establishing a Project Management Office can be the key to the difference between failure and success.

20.2 Basic conceptual framework

- Nonprofit organizations
- ONG Organizations
- Autism Spectrum Disorder
- Autism Community
- Project Management Office
- PMO Maturity
- Sustainability
- Development Sustainability Goals
- Regenerative Development

21. Methodological framework

Objective	Name of deliverable	Information sources	Research method	Tools	Restriction
1. To analyze the maturity and organizational needs of the nonprofit organization Apoautis in Honduras to define their basic elements for the development of a successful PMO.	Organization Chart	Primary: Interview and questionnaire Secondary: Internal documents and literature.	Quantitative: results data analysis. Qualitative: information analysis.	Interview Questionnaire Secondary Data Analysis Expert judgement	Limited staffing. Scarce nonprofit PMO data.
2. To identify the characteristics, functions, position within the organizational structure, and level of authority of a PMO in Apoautis to fulfill an adequate professional profile.	PMO Profile	Primary: Interview Secondary: Internal documents and literature.	Quantitative: results data analysis. Qualitative: information analysis.	Interview Secondary Data Analysis Expert judgement	Scarce nonprofit PMO data. Limited funds.
3. To create a detailed proposal for a Project Management Office at Apoautis, considering the organizational needs, capacities, and strategic goals to increase project implementation and organizational sustainability.	PMO Proposal	Primary: Interview Secondary: Internal documents and literature.	Quantitative: results data analysis. Qualitative: information analysis.	Interview Secondary Data Analysis Expert judgement	Limited Time Scarce nonprofit PMO data. Limited funds.
4. To evaluate the expected benefits and challenges of the implementation of the PMO to determine probable results.	PMO Implementation Plan	Primary: Interview Secondary: Internal documents and literature.	Quantitative: results data analysis. Qualitative: information analysis.	Interview Secondary Data Analysis Expert judgement	Limited funds.

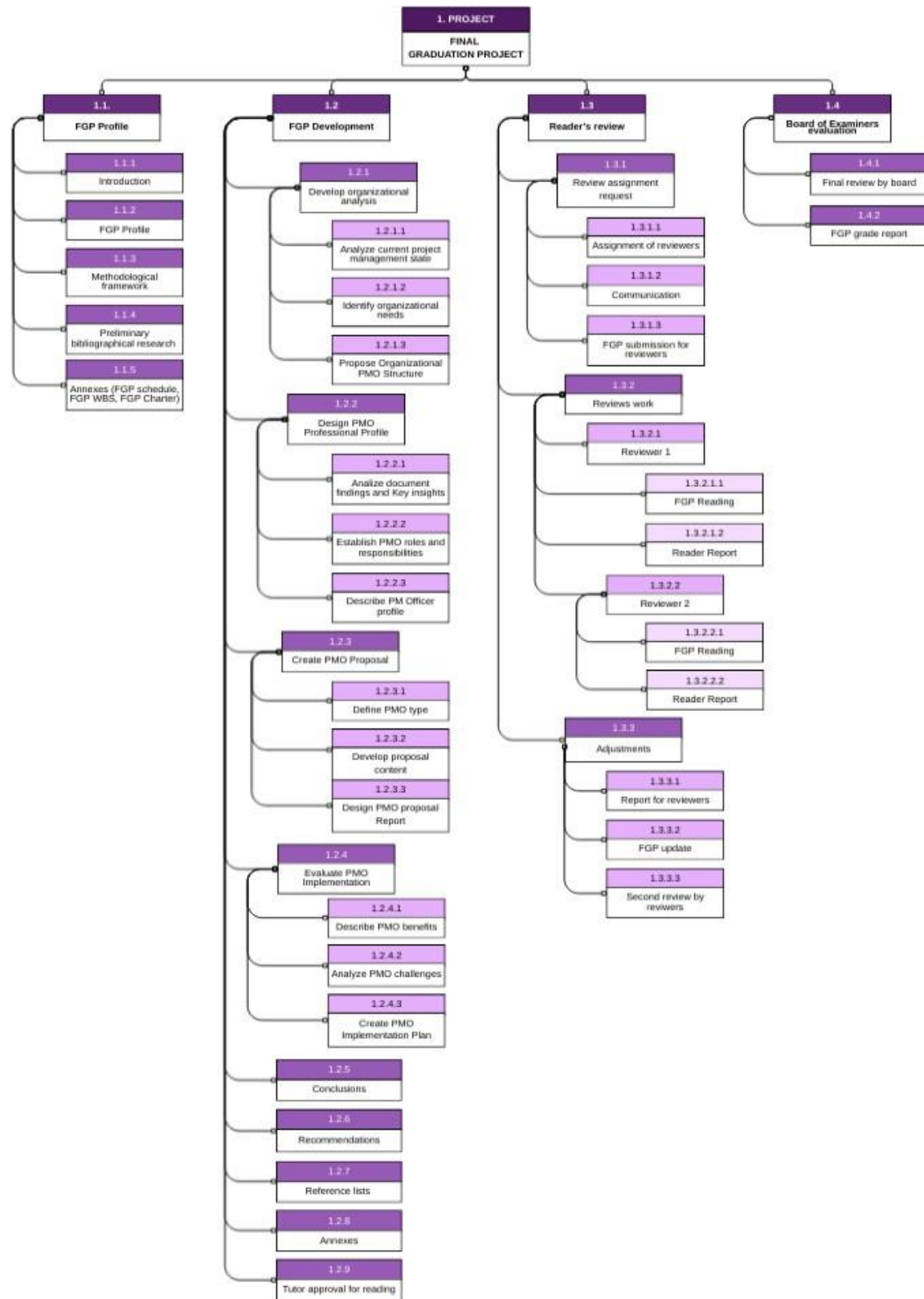
22. Validation of the work in the field of regenerative and sustainable development.

Many companies are now going beyond sustainability, integrating regenerative practices to reverse past environmental damage and restore society and nature. For NGOs like Apoautis, these principles are crucial. This PMO proposal integrates sustainability and regenerative development to enhance project execution, operations, and the organization's positive societal impact. This will have positive effects, such as improved project planning and execution, enhanced institutional knowledge and long-term impact, empowered stakeholders, and increased sustainability through resource optimization. Some adverse effects to avoid during this PMO proposal implementation include a lack of flexibility, stakeholder dismissal, an output focus, and environmental dismissal.

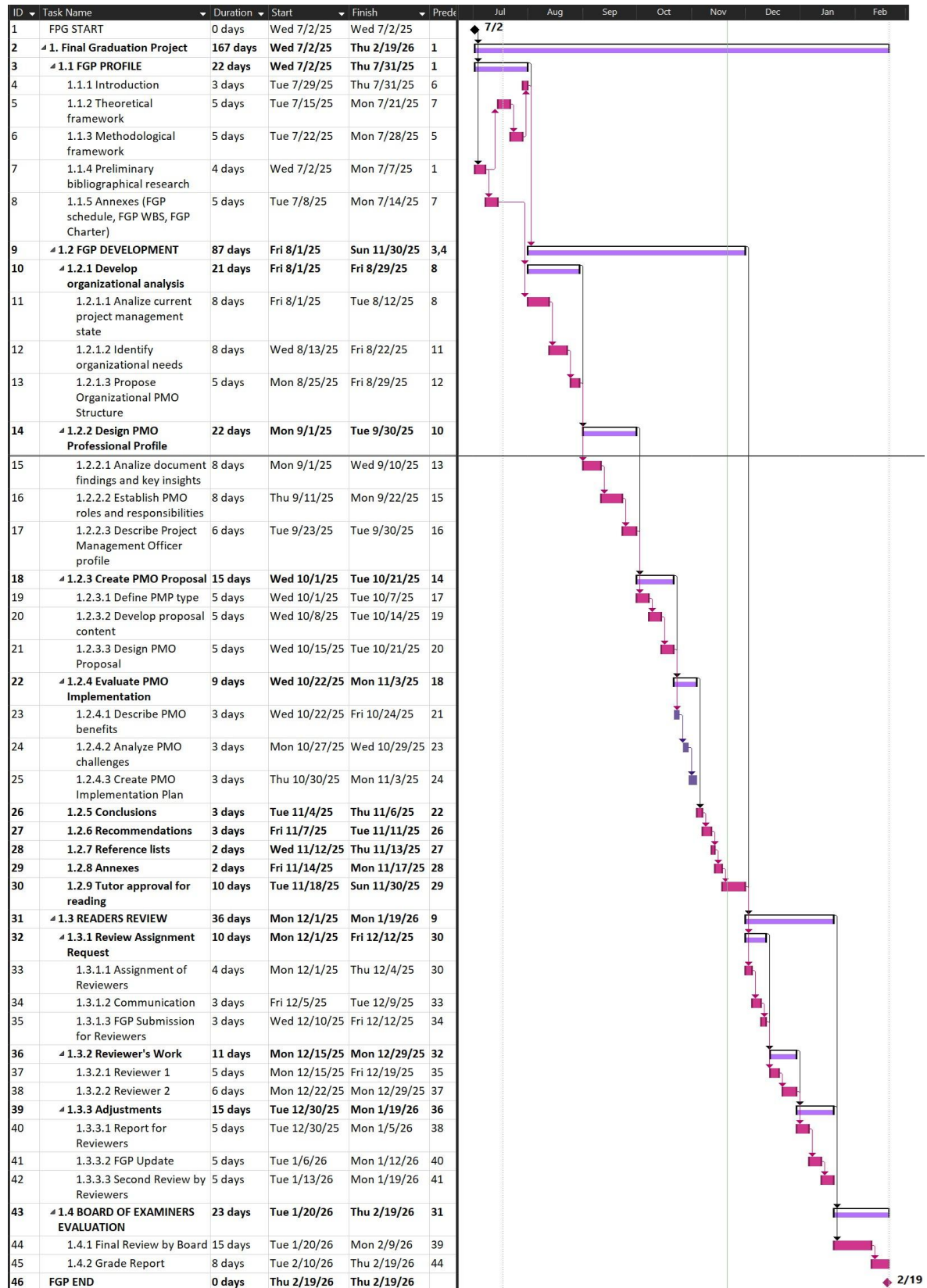
Moreover, applying sustainable principles ensures that each project delivers services while strengthening systems, benefiting the community, and positively impacting all stakeholders. This is achieved by integrating the SDGs into all projects and strategies, beginning with their incorporation into project management and PMO practices. It is crucial to include this subject and clearly understand the 17 Sustainable Development Goals to clarify which apply to the organization and how each relates to its project, product, operations, and maintenance, and to explain which do not apply and why. For this PMO proposal, it is also essential to comply with each of the regenerative dimensions, as Apoautis already generates a positive impact on many of them. Validating implementation ensures alignment with these principles, fostering inclusive growth, long-term impact, and systemic transformation. This process integrates regenerative values into the PMO design, enabling it to evolve with organizational needs, promote community well-being, and contribute to the SDGs. The indicator measured includes regenerative dimensions like environmental, social, economic, political, cultural, and spiritual.

Potential sustainability indicators may include project delivery success rate, employee retention, staff training improvement, gender diversity ratio, number of events, safety standards, local purchases, resource efficiency (energy, water, materials), and lessons learned documented. Some of the Regenerative indicators that could be measured include employment well-being, skills transfer, inclusive hiring, increased social cohesion, family empowerment, a diverse local supply chain, clean energy generation, water safety, circular economic initiatives launched, and wider beneficiaries. Data collection could include pre- and post-project surveys, impact assessment tools, stakeholder feedback, and periodic performance reviews to ensure continuous improvement and positive outcomes. These elements are included and analyzed through the P5 Impact Analysis, which ensures that each regenerative indicator reflects the "beyond-sustainability" from the P5 analysis, focusing on creating positive outcomes for people, communities, and ecosystems. The P5 analysis shows where Apoautis has an impact. Sustainability Indicators and SDGs measure how well the organization avoids harm and operates responsibly. Regenerative Indicators measure how much Apoautis restores, improves, and transforms systems for a net-positive future.

9.2 APPENDIX 2: FGP WBS



9.3 APPENDIX 3: FGP SCHEDULE



9.4 APPENDIX 4: PRELIMINARY BIBLIOGRAPHICAL RESEARCH

Apoautis. (2025). <https://www.apoautishn.org/>

Use: This site contains pertinent information about the sponsor organization that will be used to develop the PMO proposal in accordance with the final graduation project.

Eng, B. Y., & Alchoufi, S. (2023). *Proposal for a Project Management Office “PMO” in the Public Establishment of Housing in Syria* (Building Information Modeling and Management Master Thesis, Syrian Virtual University).

Use: Example of a proposal for a Project Management Office, since this is the subject of the FGP, which will be helpful to obtain guidance about the information and steps needed.

Grant, K. (2021). *Project Management Office (PMO) Proposal For A Public Sector Body In Jamaica* [Master’s Thesis, Universidad Para La Cooperación Internacional]. UCI Campus Repository.

Use: Example of a proposal for a Project Management Office at a doctoral level.

Monteiro, A., Varajão, J., & Santos, V. (2024). Project Management Office typologies, types, and functions: A systematic analysis of the literature and directions for research. *Project Management Journal*, 1(1), 1-18.

Use: Contains essential information about the types and functions of Project Management Offices that can work as a valuable source of information for this proposal.

O'Reilly, A. (2025). *How to Build a High-Performance Project Management Office (PMO)*. BrightWork.com.

Use: This formal article also provides valuable information on the importance of the PMO and on how to apply it within an organization, with examples.

Pyanov, A., Drannikova, E., Shevchenko, E., & Zarema, K. (2021). Sustainable development of non-profit and non-governmental organizations: financial and organizational mechanisms. *E3S Web Conferences*, 250, 04008.

Use: This article explains why it is important to create financially sustainable nonprofit organizations to ensure their success.

Sawaia, C. (2022). The PMO as Performance Driver for Non-Profit Organizations: From Operational Data to Strategic Goals. *Journal of Digital Innovation for Humanity*, 3, 1-12.

Use: This is another article that provides valuable information supporting the objective of highlighting the PMO's importance in improving nonprofit organizations' performance.

Silvius, G. (2021). The role of the project management office in sustainable project management. *Procedia Computer Science*, 181, 1066-1076.

Use: This article provides essential information on the role of the PMO in the sustainable development of organizations.

Teal. (2024). *PMO Manager. Job Search.*

Use: Example of a profile for a Project Management Officer that will work as a guide to develop the proposal adapted to Apoautis as a nonprofit related to the disability sector.

Washington, T. (2024). *Acuity PPM. The Complete Guide to the Project Management Office.*

Use: This guide is also extremely helpful in supporting the development of the proposal, providing essential information on the steps and processes needed to create the FGP and deliver the final product.

9.5 Appendix 5: Other relevant information

9.5.1 Interview answers

Universidad para la Cooperación Internacional (UCI)
Master in Project Management
Final Graduation Project "Proposal for the Implementation of a Project Management Office in Apoautis in Honduras"
Script for Semi-Structured Interview

- **Section 1: Presentation**

(Request permission to record) My name is Pamela Figueroa; I am a student at the University for International Cooperation in the Master's Degree in Project Management. I am currently doing my final graduation project which is focused on creating a "Proposal for the Implementation of a Project Management Office in Apoautis in Honduras". For which it is necessary to conduct an interview with the following objectives:

1. Get general information about the partnership, its current or future needs and strategies.
2. Gather additional information about the PMO Maturity.
3. List the main characteristics that the PMO should have according to the level of authority needed in the organization.

- **Section 2: General Data of the Person and Association**

Interview date: October 25, 2025

Name of Association: APOAUTIS

Name of Interviewee: Ana Gabriela Euceda Reyes

Position of directors: President of the Central Board of Directors and Legal Representative.

- **Section 3: Organizational Needs and Strategies**

1. **What are the main needs that Apoautis has at this time?**

Answer: 1. Training, updating methodologies and programs (therapists). 2. Financing. 3. Create multidisciplinary teams. 4. Increase the commitment of staff and managers to the institution. 5. Validation and evaluation of the association's performance. 6. Greater coverage of the services provided.

2. **What strategies would you implement to address these urgent needs?**

Answer: 1. Design, management and implementation of projects. 2. Manage financial resources. 3. Create strategies and constant evaluation of performance and work done. 4. Strengthen the capacities of managers and staff. 5. Create alliances to expand the coverage of services.

3. **Do you think the association has the human capacity and resources to implement a PMO office or team? If not, what would the organization need to achieve that capability?**

Answer: At this time, we do not have the capacity, but I believe that the management, hiring and training of these personnel could be achieved since it is an urgent need. We have the physical space, but not the training, education and financial resources.

4. **Do you think Apoautis is self-sustaining? What would it take to become one?**

Answer: No, unfortunately not. Greater funding is needed for the programs and projects we run as an association.

5. **Does the organization align with the Sustainable Development Goals based on your experience? With what specific objectives and how?**

Answer: Yes. 1. (symbolic costs), 2 (food provision), 3, 4, 5, 8, 10, 16 and 17.

- Section 4: PMO Profile

6. Do you think the organization would benefit from hiring a Project Management Officer to coordinate a project team or office in Apoautis? What benefits could this position bring?

Answer: Of course, absolutely. Benefits: 1. Have specialized personnel in projects, 2. Monitor and present new initiatives, 3. A greater portfolio of projects in execution, 4. Strengthen institutional capacity and 5. Increased self-sustainability.

7. What responsibilities and listing characteristics do you think a candidate for the position of Project Management Officer at Apoautis should possess?

Responsibilities		Characteristics	
Support in different projects and departments.	X	Multitasking skills Leadership	X
Ensure alignment of projects with organizational strategies.	X	Responsibility Organization	X
Design of tools and templates for projects.	X	Advanced office skills Creativity	X
Focus on clients (sponsors, beneficiaries, internal customers)	X	Interpersonal skills Conflict resolution Good communication	X
Promote continuous improvement in projects.	X	Project Experience	X

8. Would you like to add any other responsibilities or characteristics?

Answer: No.

9. What level of authority would this PMO have? The options are:

- Support PMO: provides advice and tools to teams without forcing them, adapting their practices to the needs of the organization.
- Control PMO: establishes methods and frameworks to meet project requirements, offering standardized yet adaptable formats.
- Executive PMO: assumes full control of projects, assigning responsibilities and overseeing their execution from start to finish.

Answer: It would have to be C. (Directive PMO).

- Section 6: Closing

10. Do you think that this "Proposal for the Implementation of a Project Management Office in Apoautis in Honduras" could contribute to the association now or in the future to improve project development?

Answer: Absolutely, and this can support us even now and, in the future, since there is a great demand from the association to present projects and there are many cooperators who have the resources, and we could obtain support for those projects.

11. Would you like to add anything else about partnership and project development?

Answer: Only that it is an urgent need and that it would be an excellent opportunity to have it, to know what guidelines are necessary to implement it so we can benefit many people, achieve greater performance and evaluation of our work, become a self-sustainable organization and a known reference for autism in the country.

Acknowledgement: Thank you very much for participating in this interview that will serve to collect the necessary data for the research explained above. Would you like to add anything else? **Answer:** No. End of the interview and recording.

9.5.2 Informed Consent Form

Individual Informed Consent Form "Proposal for the Implementation of a Project Management Office in Apoautis in Honduras"

Researcher: Olga Pamela Figueroa Ruiz
Tutor: Professor Sophia Crawford

Introduction: I would like to invite you to participate in this research that seeks to develop a "Proposal for the Implementation of a Project Management Office in Apoautis in Honduras" to improve the development of projects, the allocation of resources and the sustainability of the association to increase the benefit it brings to the autistic community in Honduras and their families. For the development of this proposal, it is necessary to collect certain information that is essential for the research, which is why this interview is carried out with the following objectives:

1. Get general information about the partnership.
2. Measure the PMO Maturity Index.
3. List the priority needs of the organization and the characteristics that the PMO should have.

Part 1. General Information About the Interview

Purpose of the Study:

The purpose of this research study is to analyze the organizational structure of Apoautis to create a tailored PMO Proposal for the organization that will help them overcome their challenges and increase benefit delivery. This "Proposal for the Implementation of a Project Management Office in Apoautis in Honduras" will provide the organization with the basic information needed to initiate these changes and transform Apoautis into a self-sustaining organization, refining its performance and increasing the results of its self-funded activities, which will undoubtedly positively impact the lives of more than 600 autistic children, autistic adults and their families in Honduras.

What does the research consist of?

The research consists of identifying the organization's most urgent needs, its maturity in project management, and the level of PMO needed based on its specific strategies, using different methods and research tools to gather reliable information about the organization and determine the key elements to be included in this document. Along with this proposal, there is also the design of a PMO profile that fits the needs of the organization, which is also crucial. To do this, it is necessary to define the role, functions and necessary expertise of the PMO; as well as highlighting the impact that such a position can create for a non-profit organization like Apoautis. This is crucial for the organization because it improves the image it reflects to stakeholders and potential donors.

What should I do if I participate in this research?

Before the Investigation:

- If there is something you don't understand, you can ask the researcher to clarify as many times as necessary for you.
- Sign the Informed Consent.
- By signing this consent, you are giving your authorization for the interview to be recorded and for the results to be published. If you don't agree with the recording, the other option is to allow the interviewer to take notes in written form only.

During the investigation:

- If there is something you don't understand or don't like, you can tell the interviewer whether it's something about the questions or you need them to be rephrased for better understanding.
- Be clear that, at any time, even if you have signed the informed consent, you can say that you do not want to participate in the research anymore and this does not bring you any problems.
- You know you can ask the researcher all the questions you need about the study.

Who will participate in this research?

- The actors who will be part of the data collection are the Presidents of the Board of Directors of every subsidiary center of Apoautis, who will participate in the questionnaire to measure the PMO maturity level. For this semi-structured interview, only the President of the Central Board of Directors is an active participant.

What are my rights as a research subject?

- That all the questions you have before the interview and during the interview are answered.
- That the usefulness of this research can be explained to you.
- That you can review the results of the investigation at any time once they are available.
- You have the right to have the real results found during the investigation published.
- You have the right to decide not to continue participating in the research and the researcher cannot object to it.
- You have the right to know the full results of the research at the end of the investigation.

How and when will I know the final data of the research?

Once the research is completed, after February 19, 2025, you will have access to the results of this research, including this interview and other information collected about the association. In addition, a report of the Proposal created will be delivered to the association digitally and printed in the official language of the country in which the research is carried out (Spanish in Honduras).

Part 2. Signature Form

I have been invited to participate in an interview for the development of a "PROPOSAL FOR THE IMPLEMENTATION OF A PROJECT MANAGEMENT OFFICE IN APOAUTIS IN HONDURAS".

I understand that my participation will consist of answering questions related to the said research for the collection of the necessary data for the development of this proposal. I have read and understood this Informed Consent document, or it has been read and explained to me. All my questions have been clearly answered, and I have had enough time to think about my decision. I have no doubt about my participation, so I agree to be part of this research. When I sign this Informed Consent document, I will receive a copy of it (parts 1 and 2).

I authorize the use and disclosure of my information to the entities mentioned in this Informed Consent for the purposes described above.

I voluntarily agree to participate and know that I have the right to terminate my participation at any time. By signing this Informed Consent form, I have not waived any of my legal rights.

Participant's Signature: _____

Participant's Name: Ana Gabriela Euceda Reyes

Date: October 25, 2025

Researcher's Signature: _____

Researcher's Name: Olga Pamela Figueroa Ruiz

Date: October 25, 2025



9.5.3 *Philologist Letter of Approval*

Cartago, 05 de febrero de 2026

Los suscritos, Elena Redondo Camacho, mayor, casada, filóloga, incorporada a la Asociación Costarricense de Filólogos con el número de carné 0247, portadora de la cédula de identidad número 3-0447-0799 y, Daniel González Monge, mayor, casado, filólogo, incorporado a la Asociación Costarricense de Filólogos con el número de carné 0245, portador de la cédula de identidad número 1-1345-0416, ambos vecinos de Quebradilla de Cartago, revisamos el trabajo final de graduación que se titula: *PROPOSAL FOR THE IMPLEMENTATION OF A PROJECT MANAGEMENT OFFICE AT APOAUTIS IN HONDURAS*, sustentado por Olga Pamela Figueroa Ruiz.

Hacemos constar que se corrigieron aspectos de ortografía, redacción, estilo y otros vicios del lenguaje que se pudieron trasladar al texto. A pesar de esto, la originalidad y la validez del contenido son responsabilidad directa de la persona autora.

Esperamos que la participación de Filólogos Bórea Costa Rica satisfaga los requerimientos de la Universidad para la Cooperación Internacional.

**ANA ELENA
REDONDO
CAMACHO
X (FIRMA)**

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Elena Redondo Camacho
Filóloga, Universidad de Costa Rica

**DANIEL
ALBERTO
GONZALEZ
MONGE
X (FIRMA)**

Firmado digitalmente por DANIEL ALBERTO GONZALEZ MONGE (FIRMA)
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Daniel González Monge
Filólogo, Universidad de Costa Rica