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# SCOPE STATEMENT

National Currency Printing and Secure Banknote Production Facility Project  
(NCPBF)

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**Project Title:**

National Currency Printing and Secure Banknote Production Facility Project  
(NCPBF)

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**Project Sponsor:**

Central Bank

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*Prepared by: PMIC of Lazuli Pamir Consulting – for learning purpose only*

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## PROJECT SCOPE STATEMENT

**Project:** National Currency Printing and Secure Banknote Production Facility Project (NCPBF)

**Project Sponsor:** Central Bank

**Project Manager:** Mr. Reshtin, PMP®

**Document Classification:** Confidential

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### 1. Purpose of the Scope Statement:

The purpose of this Project Scope Statement is to formally define and document the complete scope boundaries of the National Currency Printing and Secure Banknote Production Facility Project (NCPBF). This statement establishes a clear, structured, and authoritative description of what the project is mandated to deliver, the limits within which it must operate, and the specific outcomes that constitute successful completion. Equally important, it explicitly identifies what is not included within the project scope, thereby preventing ambiguity, informal commitments, or uncontrolled expansion of work.

In a project of this strategic importance, high security sensitivity, and multi-stakeholder governance structure, scope clarity is a fundamental control mechanism. The Scope Statement provides a disciplined foundation that ensures alignment between the approved Project Charter, Business Case, Governance Framework, Risk Management Plan, Benefits Management Plan, and all subsidiary management plans. It protects the integrity of the project baseline by clearly linking deliverables to strategic objectives, authorized funding, and defined performance criteria.

This document serves as the official baseline reference for:

- Scope planning and detailed Work Breakdown Structure (WBS) development
- Establishment of schedule and cost baselines
- Evaluation of change requests through formal change control
- Alignment and expectation management of stakeholders
- Structured risk identification and mitigation planning

- Benefits realization tracking and validation
- Stage-gate reviews and executive approvals

By defining measurable deliverables and acceptance criteria, this Scope Statement supports governance transparency and disciplined decision-making. It ensures that all project activities are traceable to approved objectives and that deviations are identified early and managed through established control processes.

No work, commitment, procurement action, technical modification, or operational adjustment may be undertaken outside the boundaries defined in this Scope Statement without formal impact analysis and documented approval through the approved Change Control Process. This requirement safeguards schedule integrity, financial control, security compliance, and strategic alignment throughout the project lifecycle.

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## 2. Project Scope Overview:

The National Currency Printing and Secure Banknote Production Facility Project (NCPBF) encompasses the end-to-end establishment of a secure, purpose-built banknote production capability under the authority of the Central Bank. The project includes the full lifecycle activities required to plan, design, construct, equip, integrate, validate, and transition a highly controlled production facility into operational readiness in accordance with approved governance, security, compliance, and quality standards.

The scope begins with detailed planning and design activities, including architectural, engineering, security, systems, and operational layout development. It extends through construction of the secure facility infrastructure, incorporating structural works, environmental controls, access-controlled zones, vault systems, utilities, surveillance infrastructure, and layered physical security mechanisms. All infrastructure elements are designed to meet defined security classifications and operational performance thresholds.

The project includes procurement, delivery, installation, and calibration of specialized banknote printing machinery and supporting production equipment. This includes integration of mechanical systems, quality inspection mechanisms, material handling systems, and production control interfaces. Equipment installation is performed under controlled supervision, with alignment to approved technical specifications and security protocols.

Information technology and cybersecurity components are integral to the scope. This includes secure production management systems, inventory tracking, access control systems, surveillance monitoring platforms, network segmentation, data protection mechanisms, and cybersecurity architecture designed to protect operational integrity and sensitive information. System integration ensures interoperability between physical, mechanical, and digital environments within the facility.

Testing and commissioning form a critical phase within scope. Activities include factory acceptance testing (FAT), site acceptance testing (SAT), integrated system validation, security verification, trial production runs, and performance benchmarking. Commissioning confirms that the facility meets predefined operational readiness criteria prior to formal handover.

The project also includes structured training and capacity building programs to ensure sustainable operational capability. Knowledge transfer from vendors to internal personnel, development of standard operating procedures (SOPs), competency validation, and operational readiness assessments are required prior to transition.

Finally, the scope includes controlled transition to operations, including asset handover, documentation transfer, performance baseline establishment, and formal acceptance by Operations Management. The project concludes only upon verification that the facility is secure, functional, compliant, and capable of sustained production in alignment with approved objectives.

This comprehensive scope ensures delivery of a secure, sovereign, and fully governed banknote production capability within defined boundaries and controlled governance oversight.

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### **3. In-Scope Deliverables:**

The project scope includes the following major deliverable categories:

#### **3.1 Governance and Project Management Deliverables:**

Governance and project management deliverables form the control backbone of the National Currency Printing and Secure Banknote Production Facility Project (NCPBF). Given the project’s strategic importance, security sensitivity, multi-phase structure, and multi-layered oversight environment, disciplined governance is not supplementary—it is foundational. The following deliverables ensure transparency, accountability, structured decision-making, and protection of scope, schedule, cost, and security integrity.

##### **Approved Project Charter**

The Project Charter formally authorizes the project, defines high-level objectives, confirms sponsorship, assigns the Project Manager’s authority, and establishes initial constraints and success criteria. It provides executive legitimacy and strategic alignment and serves as the reference point for all subsequent governance and planning activities.

##### **Governance Framework Implementation**

The approved Project Governance Framework defines authority levels, decision rights, escalation paths, reporting lines, segregation-of-duties requirements, and oversight mechanisms. Implementation ensures that Steering Committee reviews, Sponsor approvals, PMO assurance functions, and Security Board oversight operate in a structured and controlled manner throughout the project lifecycle.

##### **Stage-Gate Reviews and Approvals**

Structured stage-gate reviews are conducted at key lifecycle milestones (e.g., design completion, construction readiness, system integration, commissioning readiness). Each gate includes formal review of scope completion, risk exposure, cost status, schedule performance, security compliance, and readiness criteria. No phase transition may proceed without documented approval from the appropriate governance body.

##### **Integrated Schedule and Cost Baseline**

A formally approved integrated schedule and cost baseline provides measurable

performance benchmarks. The schedule defines work sequencing, dependencies, and critical path; the cost baseline establishes approved budget allocations and contingency reserves. Performance is monitored through variance analysis and reported through PMO dashboards.

### **Risk, Issue, and Change Control Management**

Structured risk identification, issue tracking, and formal change control processes are implemented and maintained under PMO oversight. All risks are recorded in the Risk Register, issues in the Issue Log, and changes through the Change Control Board (CCB). No modification to scope, schedule, cost, or security configuration may occur without documented impact analysis and approval.

### **Security Governance Implementation**

Given the project's sensitivity, security governance mechanisms are embedded into all decision processes. This includes role-based access controls, segregation-of-duties enforcement, controlled document classification, and structured security risk reviews. Security oversight operates in parallel with general project governance.

### **Benefits Tracking Mechanisms**

Mechanisms are established to monitor realization of strategic, financial, operational, and governance benefits. The Benefits Register is maintained under PMO control and reviewed periodically to ensure alignment with the approved Business Case.

### **Controlled Documentation Repository**

All project documents—including baselines, reports, risk logs, contracts, approvals, and test results—are maintained within a PMO-controlled repository under configuration management. Version control, access rights, and audit traceability are strictly enforced.

Together, these governance and management deliverables ensure that the NCPBF project operates within disciplined control boundaries, maintains executive visibility, and safeguards strategic objectives throughout its lifecycle.

## **3.2 Facility Design and Construction:**

The Facility Design and Construction component of the National Currency Printing and Secure Banknote Production Facility Project (NCPBF) represents a core delivery

stream and a foundational element of the project’s strategic objective. The facility must be purpose-built to meet stringent security, operational, structural, environmental, and compliance requirements. All works under this scope are executed in alignment with approved engineering standards, security classifications, regulatory obligations, and governance controls.

### **Secure Site Preparation**

Site preparation activities include controlled site clearance, geotechnical assessments, secure perimeter establishment, grading, and foundational readiness works. Access to the site during preparation is restricted and monitored in accordance with security protocols. Temporary facilities, controlled entry points, and secure storage areas are established prior to major construction activities.

### **Architectural and Engineering Design**

Comprehensive architectural and engineering designs are developed and approved prior to construction. This includes structural design, internal production layout planning, secure zoning, circulation pathways, fire safety systems, and resilience features. Design validation ensures alignment with operational flow requirements, segregation-of-duties principles, and defense-in-depth security architecture.

### **Physical Security Perimeter Design**

A multi-layered physical security perimeter is designed and implemented, incorporating controlled fencing, surveillance systems, secure entry gates, guard stations, intrusion detection mechanisms, and monitored access points. Perimeter security integrates with internal security systems to prevent unauthorized access and protect sensitive infrastructure.

### **Structural Construction of Secure Production Facility**

Construction includes reinforced structural elements, secure production halls, controlled material handling pathways, and infrastructure capable of supporting specialized printing machinery. Structural works are executed under strict quality control supervision and must meet approved engineering tolerances and load-bearing specifications.

### **Controlled Access Zones**

The facility is divided into classified zones based on operational and security requirements. Access between zones is controlled through layered authorization

systems, including physical barriers and authentication mechanisms. Zoning supports segregation-of-duties and minimizes insider threat exposure.

### **Vaults and Secure Storage Areas**

Dedicated secure vaults and storage areas are constructed for sensitive materials, production plates, raw materials, and finished banknotes. Vault design includes reinforced walls, secure locking systems, monitored surveillance coverage, and environmental stabilization controls.

### **Environmental Control Systems**

Environmental systems ensure controlled temperature, humidity, air filtration, and particulate management required for secure and high-quality banknote production. Redundancy and monitoring capabilities are integrated to maintain operational continuity.

### **Utilities and Backup Systems**

The facility includes primary and backup power systems, secure water supply, fire suppression systems, emergency power generation, and uninterrupted power supply (UPS) infrastructure. Utility resilience ensures operational continuity and security integrity during disruptions.

### **Health, Safety, and Environmental (HSE) Compliance**

All construction activities comply with approved health, safety, and environmental standards. HSE plans are implemented, monitored, and audited throughout the construction phase. Incident reporting and corrective actions follow structured governance processes.

All facility design and construction works must comply with approved technical specifications, security standards, and governance requirements. No construction deliverable may be accepted without documented inspection, quality validation, and formal approval under the defined stage-gate framework.

### **3.3 Printing Machinery Procurement and Installation:**

The Printing Machinery Procurement and Installation component of the National Currency Printing and Secure Banknote Production Facility Project (NCPBF) encompasses the acquisition, secure transport, installation, integration, and validation of specialized banknote production equipment required to enable secure and controlled printing operations. Given the technical complexity, security

sensitivity, and precision requirements of banknote production systems, this workstream operates under strict governance, procurement controls, quality assurance procedures, and security oversight.

### **Procurement of Secure Banknote Printing Machinery**

The project includes the competitive procurement of specialized banknote printing presses and associated production systems in accordance with approved procurement policies and technical specifications. Procurement documentation defines security requirements, performance criteria, compliance standards, warranty conditions, training obligations, spare parts provisioning, and vendor support expectations. Vendor selection follows structured evaluation processes, including technical assessment, security compliance review, commercial evaluation, and governance approval.

### **Procurement of Supporting Finishing and Inspection Equipment**

In addition to primary printing presses, the scope includes acquisition of finishing systems such as cutting, numbering, bundling, packaging, and inspection equipment. Automated quality inspection systems capable of detecting defects, misprints, or inconsistencies are integrated into the production line. These systems must meet defined accuracy thresholds and align with operational throughput targets.

### **Secure Logistics and Delivery**

Transport of machinery and sensitive equipment is conducted under secure logistics protocols. This includes controlled shipping arrangements, customs compliance (where applicable), secure escort coordination, and documented chain-of-custody procedures. Delivery schedules are aligned with facility readiness milestones to prevent exposure or storage vulnerabilities.

### **Installation and Mechanical Alignment**

Installation is performed by qualified technical teams under vendor supervision and in coordination with the Project Manager, Workstream Leads, and Security Manager. Installation includes mechanical positioning, structural anchoring, alignment verification, utility connections, and integration with environmental control systems. Installation activities follow approved method statements and safety protocols.

## **System Integration with Facility Infrastructure**

Machinery systems are integrated with facility infrastructure, including power supply systems, network connectivity, security monitoring systems, environmental controls, and production management platforms. Integration ensures interoperability between mechanical, electrical, and digital components within a controlled architecture.

### **Vendor-Supervised Setup**

Vendor specialists oversee initial system configuration, testing, and validation. This includes software configuration, production parameter setup, and compliance verification against contractual specifications. Vendor involvement is governed by access controls and confidentiality agreements.

### **Calibration and Validation**

Following installation, all equipment undergoes structured calibration and performance validation processes. Calibration ensures precision alignment, print quality accuracy, inspection reliability, and production consistency. Validation testing includes trial production runs, defect rate measurement, throughput confirmation, and compliance documentation. Acceptance is granted only after predefined performance thresholds are achieved and documented.

All procurement and installation activities must comply with contractual terms, security standards, technical specifications, and stage-gate approval requirements. No machinery may be commissioned without formal acceptance and documented validation under the project's governance framework.

## **3.4 IT Systems and Cybersecurity Infrastructure:**

The IT Systems and Cybersecurity Infrastructure component of the National Currency Printing and Secure Banknote Production Facility Project (NCPBF) establishes the digital backbone required to support secure, controlled, and traceable banknote production operations. Given the high security classification of the facility, all information systems must be designed, implemented, and validated under strict governance oversight, defense-in-depth principles, and role-based access control policies.

This workstream encompasses the design, procurement, configuration, integration, testing, and validation of secure digital systems that support

production control, inventory accountability, monitoring, and cybersecurity protection.

### **Secure Production Management Systems**

The project includes implementation of a secure production management system responsible for controlling print batches, tracking production metrics, logging machine parameters, monitoring throughput, and recording quality inspection results. The system must provide full traceability of materials from raw inputs to finished outputs. All production events must be time-stamped, logged, and auditable to support compliance and operational accountability.

### **Inventory Tracking Systems**

Inventory tracking systems are implemented to monitor movement and status of sensitive materials, including substrates, inks, printing plates, semi-finished products, and finished banknotes. The system must enforce segregation-of-duties and require authorization for material transfers. Integration with surveillance and access control systems ensures that digital records align with physical movement controls.

### **Access Control Systems**

The project includes deployment of a role-based access control (RBAC) system governing physical and digital access. Authentication mechanisms may include multi-factor authentication, biometric verification, and tiered authorization levels. Access rights are assigned based on approved roles and reviewed periodically under PMO and Security oversight.

### **Surveillance and Monitoring Systems**

Integrated surveillance systems provide real-time monitoring of secure production zones, vault areas, entry points, and material handling pathways. Surveillance feeds are securely stored, monitored, and protected under strict retention policies. Monitoring systems integrate with alarm systems and incident response protocols.

### **Cybersecurity Architecture Implementation**

A comprehensive cybersecurity architecture is implemented to protect production systems, network infrastructure, and sensitive data. This architecture includes firewalls, intrusion detection and prevention systems, endpoint protection mechanisms, secure authentication controls, encryption protocols, and

centralized monitoring capabilities. Cybersecurity controls align with defined security governance standards and undergo structured validation prior to activation.

### **Network Segmentation and Security Controls**

The IT environment is segmented into secure zones to isolate production systems from external networks and minimize lateral movement risk. Segmentation enforces separation between operational technology (OT) and information technology (IT) environments. Controlled gateways regulate data exchange, and all external connections are strictly monitored and logged.

### **Data Protection Mechanisms**

Data protection includes encryption at rest and in transit, secure backup systems, disaster recovery configurations, and strict data retention policies. Access to sensitive configuration data, production logs, and security parameters is restricted and audited. Backup systems are tested periodically to confirm recovery capability.

### **Penetration Testing and Vulnerability Assessments**

Prior to commissioning and periodically thereafter, independent penetration testing and vulnerability assessments are conducted. Identified vulnerabilities must be documented, prioritized, and remediated before operational approval. No system may proceed to go-live without validated cybersecurity clearance.

All IT and cybersecurity deliverables must comply with approved security classifications, governance controls, and stage-gate acceptance criteria. Formal validation, documentation, and authorization are mandatory prior to operational activation.

### **3.5 Physical Security Systems:**

The Physical Security Systems component of the National Currency Printing and Secure Banknote Production Facility Project (NCPBF) establishes the protective framework necessary to safeguard sensitive infrastructure, production equipment, materials, and personnel. Given the high security classification of the facility and the critical nature of its operations, physical security is implemented through a layered, defense-in-depth approach. The objective is to prevent unauthorized access, detect and respond to intrusion attempts, enforce

segregation-of-duties, and ensure full traceability of personnel and material movements within the facility.

All physical security systems are designed, procured, installed, integrated, tested, and validated in alignment with approved security governance standards and are subject to formal acceptance prior to commissioning.

### **Multi-Layer Access Control**

Access to the facility is structured through multiple security layers, beginning at the outer perimeter and extending to the most sensitive internal zones. Each layer requires progressively higher authorization. Controlled access points include secure gates, reinforced entry doors, and restricted corridors. Access rights are assigned according to role-based authorization principles and are regularly reviewed to prevent privilege creep. Access logs are recorded, monitored, and retained in accordance with audit requirements.

### **Biometric Systems**

Biometric authentication mechanisms are implemented in sensitive production areas, vaults, control rooms, and restricted zones. Biometric systems ensure identity verification beyond physical credentials and prevent unauthorized access through credential sharing. Biometric data management complies with approved privacy and security protocols and is maintained under restricted access.

### **CCTV and Surveillance Systems**

Closed-circuit television (CCTV) and surveillance systems provide continuous monitoring of perimeter zones, production areas, material handling points, storage facilities, and access control checkpoints. Surveillance systems are integrated with centralized monitoring stations and operate under secure data retention policies. Camera placement ensures full coverage of high-risk zones without blind spots, and footage is archived in accordance with security retention standards.

### **Alarm and Intrusion Detection Systems**

Intrusion detection systems (IDS) are installed to detect unauthorized access attempts, perimeter breaches, forced entry events, and tampering incidents. Alarm systems are integrated with surveillance feeds and incident response protocols to enable rapid escalation and response. All alarm activations are logged and investigated under structured incident management procedures.

## **Visitor Management Controls**

Strict visitor management procedures are enforced. Visitors must be pre-approved, registered, verified upon arrival, and escorted within secure zones. Temporary access credentials are time-bound and restricted to authorized areas only. Visitor logs are maintained for audit traceability and security review.

## **Secure Materials Handling Controls**

Physical controls govern the movement of sensitive materials, including substrates, printing plates, inks, and finished products. Secure transfer pathways, controlled storage areas, dual-authorization procedures, and documented chain-of-custody protocols are implemented to ensure accountability and prevent diversion. Material movements are reconciled with digital inventory systems to ensure consistency between physical and system records.

All physical security systems undergo structured testing, validation, and formal approval prior to operational use. Security audits, inspections, and periodic reviews ensure continued effectiveness. No security control may be bypassed or modified without formal authorization and change control approval.

Through disciplined implementation of layered physical security systems, the project safeguards operational integrity, protects sensitive assets, and maintains compliance with defined security standards.

## **3.6 Testing and Commissioning:**

The Testing and Commissioning phase of the National Currency Printing and Secure Banknote Production Facility Project (NCPBF) is a critical control stage designed to verify that all infrastructure, machinery, systems, and security mechanisms function in accordance with approved specifications prior to operational activation. This phase ensures that the facility is technically sound, secure, compliant, and operationally ready before formal handover to Operations Management. Testing and commissioning activities are conducted under structured governance oversight and documented within controlled repositories to ensure audit traceability.

## **Factory Acceptance Testing (FAT)**

Factory Acceptance Testing is conducted at the vendor's premises prior to shipment of machinery and specialized systems. FAT validates that equipment meets contractual technical specifications, performance parameters, quality

standards, and security configurations before delivery. Testing protocols include operational simulations, mechanical precision checks, software validation, and safety verification. FAT results are formally documented, and deficiencies must be resolved prior to authorization for shipment.

### **Site Acceptance Testing (SAT)**

Following installation at the facility, Site Acceptance Testing verifies that machinery and systems operate correctly within the actual operating environment. SAT confirms proper installation, mechanical alignment, electrical connectivity, environmental integration, and network configuration. Acceptance criteria include functional performance, safety compliance, and system interoperability.

### **Integrated System Testing**

Integrated testing ensures that mechanical, electrical, digital, and security systems operate cohesively. This includes validation of production management systems, access controls, surveillance integration, inventory tracking, and cybersecurity controls. Integration testing confirms that all subsystems function together without conflict or data inconsistency.

### **Trial Production Runs**

Trial production runs simulate real operational scenarios under controlled conditions. These runs test throughput, defect detection rates, workflow efficiency, and material traceability. Any performance deviations are analyzed and corrected before progressing to full operational validation.

### **Quality Validation**

Quality validation confirms that production outputs meet predefined quality standards, including print accuracy, alignment, durability, and defect thresholds. Quality metrics are documented and compared against approved acceptance criteria.

### **Security Validation**

Security validation ensures that physical and digital security systems function as designed. This includes access control testing, surveillance monitoring verification, intrusion detection checks, and cybersecurity vulnerability remediation confirmation.

### **Operational Readiness Verification**

Operational readiness reviews confirm that trained personnel, documented procedures, maintenance plans, spare parts inventories, and governance controls are in place. Readiness assessments align with stage-gate approval requirements.

### **Performance Benchmark Testing**

Benchmark testing confirms that production capacity, system reliability, uptime targets, and environmental stability meet defined performance standards.

No operational handover may occur without formal commissioning approval documented through governance channels. Successful completion of testing and validation activities is a mandatory prerequisite for transition to operational control.

### **3.7 Training and Capacity Building:**

Training and Capacity Building is a critical component of the National Currency Printing and Secure Banknote Production Facility Project (NCPBF) and directly supports long-term operational sustainability, risk reduction, and benefits realization. The objective of this workstream is to ensure that the Central Bank's operational personnel, technical staff, and governance representatives possess the knowledge, competencies, and certifications required to safely, securely, and efficiently operate and maintain the facility after project handover.

Capacity development is structured, phased, and aligned with commissioning milestones and operational readiness criteria. Training activities are formally planned, documented, tracked, and validated under PMO oversight.

#### **Technical Training for Machinery Operation**

Specialized technical training is delivered for printing machinery operators, supervisors, and production controllers. Training includes operational procedures, safety controls, calibration methods, troubleshooting techniques, and quality assurance processes. Vendor-led sessions are conducted during installation and commissioning phases to ensure practical, hands-on competence.

#### **Security Protocol Training**

Security protocol training is mandatory for all personnel with access to secure zones. This includes procedures for controlled access, incident reporting,

segregation-of-duties compliance, material handling controls, visitor management, and emergency response coordination. Security training reinforces the defense-in-depth security architecture embedded within the facility.

### **Cybersecurity Awareness Training**

Cybersecurity awareness programs educate staff on secure system usage, password management, phishing prevention, access control responsibilities, data handling protocols, and incident reporting procedures. Personnel interacting with production systems receive additional technical cybersecurity instruction.

### **Maintenance Training**

Maintenance teams receive structured training on preventive maintenance schedules, corrective repair procedures, spare parts management, environmental control systems, and equipment diagnostics. This ensures system reliability and minimizes operational downtime.

### **Governance and Compliance Orientation**

Governance orientation sessions ensure that leadership and operational managers understand reporting structures, escalation procedures, risk management expectations, compliance obligations, audit readiness requirements, and documentation standards.

### **Knowledge Transfer from Vendors**

Formal knowledge transfer plans are implemented to ensure that vendor expertise is systematically transferred to internal personnel. This includes documentation handover, shadowing sessions, technical manuals, troubleshooting guides, and structured Q&A workshops.

### **Operational SOP Development**

Standard Operating Procedures (SOPs) are developed, validated, and approved prior to handover. SOPs define production workflows, security controls, quality checks, maintenance schedules, and escalation processes.

### **Competency Validation**

All training outcomes are validated through competency assessments, practical demonstrations, or certification where applicable. Personnel must demonstrate operational readiness before assuming full responsibility.

Through structured training and capacity building, the project ensures sustainable operational independence, reduces reliance on external vendors, strengthens institutional capability, and safeguards long-term performance and security objectives.

### **3.8 Operational Readiness and Transition:**

Operational Readiness and Transition is the final and critical delivery stream of the National Currency Printing and Secure Banknote Production Facility Project (NCPBF). This phase ensures that the facility, systems, personnel, governance controls, and security mechanisms are fully prepared for sustainable operational performance under Operations Management. The objective is to achieve a structured, controlled, and auditable transition from project execution to steady-state operations without disruption, capability gaps, or governance weaknesses.

Operational readiness is assessed against predefined criteria aligned with the Project Charter, Benefits Management Plan, Risk Management Plan, and Governance Framework. Project closure is not based solely on construction completion or equipment installation; it is contingent upon demonstrated operational capability and formal acceptance by the designated operational authority.

#### **Development of Standard Operating Procedures (SOPs)**

Comprehensive SOPs are developed, reviewed, and approved prior to transition. These procedures define production workflows, security controls, access management, materials handling protocols, maintenance schedules, incident response procedures, quality assurance processes, and reporting requirements. SOPs are version-controlled and stored in the approved documentation repository. Operational staff are trained on approved SOPs prior to activation.

#### **Handover Documentation**

Structured handover documentation includes technical manuals, as-built drawings, system configurations, vendor warranties, maintenance schedules, training records, security clearances, and risk residual logs. Handover documentation ensures continuity and audit traceability. All deliverables are validated and signed off prior to acceptance.

#### **Asset Transfer Documentation**

Formal asset transfer records are prepared to document ownership transfer of

machinery, infrastructure, IT systems, security equipment, and support assets. Asset registers are reconciled with procurement records and verified by Finance and PMO representatives to ensure financial and governance accuracy.

### **Performance Baseline Establishment**

Operational performance baselines are established based on commissioning results and trial production metrics. Baselines include production capacity targets, quality thresholds, system uptime expectations, environmental stability parameters, and security monitoring indicators. These baselines serve as reference points for post-project performance monitoring.

### **Formal Transition to Operations Management**

Transition includes structured authority transfer, confirmation of operational leadership readiness, and formal acceptance by Operations Management. Governance oversight confirms that operational roles, reporting lines, and compliance controls are active and functional.

### **Benefits Ownership Transfer**

Ownership of defined strategic and operational benefits is transferred to Operations Management. Accountability for sustaining benefits realization shifts from the project team to operational leadership.

Project closure is conditional upon documented verification that all readiness criteria are satisfied, residual risks are within approved tolerance levels, and formal governance approval has been granted.

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#### **4. Out-of-Scope Items:**

To preserve scope integrity, prevent uncontrolled expansion of work, and maintain disciplined governance throughout the lifecycle of the National Currency Printing and Secure Banknote Production Facility Project (NCPBF), certain activities and responsibilities are explicitly excluded from the project scope. Clearly defining exclusions is a critical control mechanism aligned with the approved Project Charter, Governance Framework, and Change Control Process. These exclusions protect schedule, cost, security, and benefits realization from unintended commitments or informal expectations.

The following activities are **explicitly out-of-scope**:

##### **Ongoing Operational Management Beyond Formal Handover:**

The project is responsible for delivering a fully functional, secure, and operationally ready facility. However, once formal transition and acceptance by Operations Management have occurred, day-to-day operational management—including production scheduling, workforce management, supply chain operations, maintenance execution, and performance optimization—falls outside the project’s mandate.

The project supports readiness, but it does not assume long-term operational control or management accountability after closure.

##### **Monetary Policy Formulation:**

The project establishes production capability, not policy direction. Activities related to monetary policy development, macroeconomic strategy, currency issuance decisions, interest rate policy, inflation control measures, or fiscal coordination are institutional responsibilities of the Central Bank’s policy authorities and are not included within the project scope.

##### **Currency Design Redesign Outside Approved Specifications:**

The project implements production capability based on approved banknote specifications and security features. It does not include redesign of currency aesthetics, denomination structures, or introduction of new currency series unless formally authorized and approved through change control.

If new design initiatives are introduced, they must be treated as separate programs or formally approved scope changes.

### **Retail Banking Operations:**

The project does not include retail banking services, branch management systems, customer-facing platforms, ATM networks, digital banking solutions, or commercial banking activities. These functions remain outside the project boundary and are managed under separate institutional structures.

### **External Financial System Reforms:**

Broader reforms of the national financial system—such as payment infrastructure modernization, regulatory restructuring, financial inclusion initiatives, capital market development, or international banking integration—are not part of this project’s mandate. The project focuses exclusively on establishing secure production infrastructure.

### **Long-Term Currency Circulation Management:**

The project delivers printing capability but does not manage long-term currency distribution logistics, circulation monitoring, cash center operations beyond initial readiness planning, or long-term lifecycle replacement strategies. These responsibilities reside with Operations Management and relevant institutional departments following transition.

### **Governance Protection of Scope Boundaries:**

These exclusions are defined to prevent:

- Scope creep
- Informal commitments to stakeholders
- Budget overruns due to uncontrolled expansion
- Governance dilution
- Security exposure from unapproved work

Any request to include activities beyond the defined deliverables must undergo:

1. Formal change request submission
2. Impact analysis (scope, schedule, cost, risk, security, benefits)
3. Review by the Change Control Board

#### 4. Approval by the appropriate governance authority

No team member, vendor, or stakeholder is authorized to expand scope through informal agreements, verbal commitments, or undocumented decisions.

#### **Strategic Importance of Scope Discipline:**

Maintaining strict control of out-of-scope boundaries ensures:

- Protection of project baselines
- Clarity of accountability
- Preservation of security integrity
- Alignment with the approved Business Case
- Controlled governance oversight

The explicit definition of out-of-scope items reinforces disciplined project execution and ensures that the NCPBF project remains focused on delivering its authorized mandate within defined boundaries.

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## 5. Acceptance Criteria:

Acceptance Criteria for the National Currency Printing and Secure Banknote Production Facility Project (NCPBF) define the objective, measurable, and verifiable conditions that must be satisfied before any major deliverable, phase output, or final project component is formally approved. These criteria serve as the authoritative reference for determining whether deliverables meet approved scope, technical, security, quality, compliance, and governance requirements.

Acceptance is not based on informal confirmation or visual inspection alone. It is a structured process aligned with the Project Governance Framework, Quality Management controls, Risk Management Plan, and Change Control procedures. No deliverable is considered complete until it has successfully passed all defined acceptance checkpoints and has been formally documented.

### **Core Acceptance Requirements:**

Major deliverables will be accepted only when the following conditions are fully satisfied:

#### **1. Technical Specification Compliance**

All technical deliverables must meet approved engineering, operational, and system specifications as defined in contractual documents, design baselines, and approved requirements documentation. Compliance is verified through documented inspection reports, engineering validation, and performance measurements. Any deviation must be formally recorded and approved through change control before acceptance.

#### **2. Security Validation Completion**

Given the sensitive nature of the project, security validation is mandatory prior to acceptance. This includes:

- Physical security verification
- Access control validation
- Surveillance system functionality confirmation
- Cybersecurity control testing
- Segregation-of-duties verification

Security approval must be documented by the designated security authority. No deliverable may be accepted if security controls remain incomplete or unverified.

### **3. Regulatory and Compliance Approvals**

Where applicable, deliverables must receive documented compliance approvals from authorized oversight bodies. This includes safety certifications, environmental compliance confirmations, regulatory validations, and audit confirmations. Acceptance cannot proceed if required compliance approvals are pending.

### **4. Testing Results Meeting Defined Thresholds**

Testing activities—including Factory Acceptance Testing (FAT), Site Acceptance Testing (SAT), integrated system testing, trial production, and performance benchmarking—must meet predefined thresholds documented in approved test plans. Results must demonstrate:

- Operational functionality
- Performance stability
- Output quality standards
- System integration integrity
- Security resilience

Test reports must be signed, validated, and archived prior to acceptance.

### **5. Quality Inspection Certification**

The Quality Manager must confirm that inspections, audits, and quality control checks have been completed and that all non-conformances are resolved or formally accepted through approved deviation processes. Quality certificates must be issued before deliverable sign-off.

### **6. Governance Approval Documentation**

Formal governance approval is required for major deliverables. Acceptance must be:

- Recorded in official meeting minutes
- Supported by signed approval forms
- Logged in the controlled documentation repository

- Traceable for audit purposes

No verbal or informal approval constitutes formal acceptance.

## **7. Configuration-Controlled Documentation**

All associated documentation—including technical drawings, system configurations, user manuals, SOPs, training records, warranties, and asset registers—must be archived under configuration control. Version integrity and traceability are mandatory before deliverable closure.

### **Stage-Gate Confirmation**

Stage-gate reviews serve as structured decision points where cumulative deliverables are assessed against acceptance criteria. A phase may only close when:

- All defined acceptance criteria are satisfied
- Residual risks are within approved tolerance
- Security validation is confirmed
- Documentation is complete
- Governance approval is formally granted

Failure to meet acceptance criteria results in corrective action, retesting, or deferred approval.

### **Acceptance Integrity**

Acceptance within this project is disciplined, evidence-based, and auditable. It protects:

- Scope integrity
- Security standards
- Quality assurance
- Governance credibility
- Long-term operational sustainability

No deliverable is considered complete merely because work has finished. Completion is defined only by verified compliance with all acceptance criteria and formal approval through approved governance channels.

## **6. Constraints:**

The National Currency Printing and Secure Banknote Production Facility Project (NCPBF) operates within a defined set of constraints that shape planning, execution, decision-making, and performance management. These constraints are binding conditions that limit or influence how the project can be delivered. They are aligned with the approved Project Charter, Governance Framework, Business Case, and Project Roadmap, and must be respected throughout the project lifecycle.

Failure to properly manage constraints may result in schedule delays, cost overruns, governance breaches, security exposure, or compromised operational readiness. Therefore, constraint management is treated as an integral part of project control.

### **6.1 Security and Confidentiality Requirements:**

The project is subject to strict security and confidentiality controls due to the sensitivity of production capability, infrastructure design, systems architecture, and operational procedures.

Security constraints include:

- Role-based access control and clearance requirements
- Controlled document handling and classified information management
- Physical security zoning and restricted site access
- Cybersecurity protection and network segmentation
- Vendor access limitations and supervision protocols

Security constraints directly influence design decisions, procurement sequencing, resource assignments, communication methods, and testing procedures.

Security considerations override schedule acceleration pressures. No milestone, deadline, or cost-saving measure may compromise security integrity.

### **6.2 Governance Approval Processes:**

All major decisions must follow formal governance structures. The project is constrained by:

- Stage-gate approvals
- Steering Committee oversight

- PMO assurance requirements
- Sponsor authorization thresholds
- Formal change control procedures

This constraint ensures accountability and disciplined decision-making but may introduce time requirements for review and approval. The project schedule must accommodate governance lead times.

No material scope, cost, risk, or security decision may be implemented without proper authorization.

### **6.3 Budgetary Limitations:**

The project must operate within the approved funding envelope defined in the Business Case and financial authorization documents. Budget constraints affect:

- Procurement sequencing
- Vendor selection strategies
- Resource allocation
- Contingency planning
- Reserve usage

Cost overruns require formal escalation and approval. Contingency reserves may be used only for approved risk events, and management reserves are controlled at Sponsor level.

### **6.4 Procurement Regulations:**

Procurement activities are constrained by established regulations and policies, including:

- Competitive bidding requirements
- Vendor qualification standards
- Conflict-of-interest controls
- Transparency and audit compliance
- Delegation-of-authority thresholds

These requirements may extend procurement timelines and limit sourcing flexibility but ensure integrity and compliance.

## 6.5 Regulatory and Compliance Obligations:

The facility must comply with applicable technical, environmental, safety, and operational regulations. Compliance constraints impact:

- Design standards
- Construction methodologies
- Safety protocols
- Testing certifications
- Operational readiness approvals

Non-compliance may delay commissioning or prevent acceptance.

## 6.6 Schedule Milestones Defined in the Project Roadmap:

The approved Project Roadmap defines critical phase milestones, stage-gates, and transition deadlines. These milestones act as schedule constraints that guide:

- Construction sequencing
- Machinery installation timing
- IT integration planning
- Commissioning windows
- Training alignment

While schedule discipline is important, it does not override security, compliance, or governance requirements.

## 6.7 Segregation-of-Duties Enforcement:

To maintain governance integrity and reduce fraud or error risk, the project enforces segregation-of-duties controls.

No individual may:

- Approve, execute, and verify the same deliverable
- Control procurement and payment authorization simultaneously
- Access sensitive systems without dual oversight

This constraint may require additional resources and coordination but protects institutional credibility.

## Constraint Hierarchy

In situations where constraints compete, the following prioritization applies:

1. Security and confidentiality
2. Governance compliance
3. Regulatory compliance
4. Budget control
5. Schedule milestones

Security considerations override schedule acceleration pressures. No deviation from security standards is permitted to meet timeline targets.

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## **7. Assumptions:**

The successful delivery of the National Currency Printing and Secure Banknote Production Facility Project (NCPBF) is based on a set of documented assumptions that underpin planning, scheduling, budgeting, resource allocation, procurement sequencing, and risk analysis. Assumptions represent conditions believed to be true for planning purposes, even though they may not be fully verified at the time of project approval.

These assumptions are formally recorded, validated, monitored, and periodically reviewed through the approved Assumption Log, which is maintained under configuration control and integrated with the Risk Management Plan. If any assumption proves invalid, it may trigger risk reassessment, change control, schedule revision, or governance escalation.

The following key assumptions apply to this project:

### **7.1 Continued Executive Sponsorship:**

It is assumed that executive leadership will maintain sustained commitment to the project's strategic objectives throughout the lifecycle. This includes continued governance oversight, timely decision-making, support during escalations, and alignment with institutional priorities.

Loss or weakening of executive sponsorship could delay approvals, create ambiguity in authority, or undermine stakeholder confidence. Therefore, executive engagement is treated as a critical assumption monitored through governance reviews.

### **7.2 Timely Funding Availability:**

The project assumes that approved funding allocations will be available in accordance with the financial plan and Project Roadmap. Cash flow is expected to align with procurement milestones, construction progress, vendor payments, and commissioning requirements.

Funding delays could impact procurement schedules, vendor performance, and milestone delivery. Financial status is therefore monitored through PMO dashboards and financial controls.

### **7.3 Vendor Compliance with Contractual Obligations:**

It is assumed that all selected vendors and contractors will perform in accordance with their contractual commitments, including quality standards, security requirements, delivery timelines, and confidentiality obligations.

This includes adherence to:

- Technical specifications
- Security protocols
- Reporting requirements
- Testing and validation procedures

Non-compliance would trigger contractual remedies, risk escalation, or change management actions.

### **7.4 Availability of Qualified Technical Personnel:**

The project assumes that appropriately qualified technical specialists—including engineers, cybersecurity experts, commissioning teams, and security professionals—will be available when required.

Given the specialized nature of printing technology and secure infrastructure, workforce shortages or skill gaps could affect schedule performance and quality outcomes. Resource planning and capacity development efforts support this assumption.

### **7.5 Regulatory Cooperation:**

It is assumed that regulatory and oversight bodies will provide timely reviews, inspections, certifications, and approvals in accordance with agreed timelines.

Delays in regulatory approvals could affect stage-gate progression and commissioning readiness. Early engagement and structured coordination mitigate this exposure.

### **7.6 Secure Supply Chain Continuity:**

The project assumes continuity of secure supply chains for specialized machinery, security systems, IT infrastructure, and construction materials.

This includes:

- Reliable international and domestic logistics

- Compliance with security transport protocols
- Stable supplier production schedules

Disruptions in supply chains could impact integration timelines and operational readiness.

### **Assumption Governance and Monitoring:**

All assumptions are:

- Logged with a unique identifier
- Assigned an owner
- Linked to related risks
- Periodically reviewed during risk review sessions
- Converted into risks if uncertainty increases

No critical planning decision relies on undocumented assumptions.

Assumptions are actively monitored to ensure that deviations are identified early, analyzed for impact, and addressed through structured governance mechanisms.

By formally documenting and managing assumptions, the project strengthens transparency, improves predictability, and enhances disciplined execution aligned with approved baselines.

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## **8. Interfaces and Dependencies:**

The National Currency Printing and Secure Banknote Production Facility Project (NCPBF) operates within a complex institutional, technical, and governance ecosystem. Effective management of interfaces and dependencies is essential to maintaining schedule integrity, security compliance, and coordinated execution across multiple stakeholders and delivery streams.

Interfaces define the formal points of interaction between the project and other organizational entities, authorities, or external parties. Dependencies represent logical, technical, or governance sequencing relationships that must be satisfied for progress to occur. Unmanaged interfaces or overlooked dependencies can lead to delays, rework, security exposure, or stage-gate failure. Therefore, all critical interfaces and dependencies are identified, documented, monitored, and governed through structured controls.

### **8.1 Key Institutional and Governance Interfaces:**

#### **Central Bank Executive Management**

The project interfaces with Executive Management for strategic direction, funding oversight, policy alignment, and stage-gate approvals. Executive Management provides authority, sponsorship, and escalation resolution. Major milestone approvals, budget authorizations, and high-risk decisions require formal interaction through governance forums.

#### **Security Authorities**

Security Authorities represent a critical interface due to the sensitive nature of the facility and production capability. Interaction includes:

- Physical security design approvals
- Access control validation
- Security inspections
- Commissioning authorization
- Incident escalation

Security reviews occur at defined checkpoints and prior to major system activation.

#### **Procurement and Commercial Boards**

The project interfaces with procurement oversight bodies for:

- Tender approvals
- Contract awards
- Vendor selection validation
- Contract amendments
- Claims and variation reviews

These governance touchpoints are mandatory and may influence procurement timelines and sequencing.

### **External Vendors and Contractors**

External vendors provide specialized machinery, construction services, IT systems, cybersecurity controls, and security technologies. Interfaces include:

- Technical coordination meetings
- Integration workshops
- Inspection and testing events
- Security compliance reviews
- Contract performance reporting

All vendor interactions must follow approved communication and governance channels.

### **Internal Audit**

Internal Audit serves as an independent oversight interface. The project must provide:

- Documentation access
- Audit responses
- Control validation evidence
- Closure verification for findings

Audit observations may influence stage-gate readiness.

### **Operations Management**

Operations Management represents the future owner of delivered capability. Interfaces include:

- Operational readiness reviews
- SOP development validation
- Staffing and training coordination
- Asset transfer preparation
- Benefits ownership transition

This interface strengthens sustainability beyond project closure.

## **8.2 Critical Dependencies:**

The project includes interdependent technical, governance, and sequencing relationships that directly impact schedule and delivery performance.

### **Timely Procurement Approvals**

Procurement approvals are a prerequisite for vendor mobilization, equipment manufacturing, and construction contracts. Delays in procurement governance directly affect milestone delivery and cost performance.

### **Facility Construction Completion Before Machinery Installation**

Machinery installation depends on:

- Structural completion
- Environmental controls operational
- Security zoning activated
- Utilities commissioned

Premature installation attempts could damage equipment or create rework.

### **IT System Readiness Before Integration Testing**

Integrated system testing requires operational network infrastructure, cybersecurity controls, and access management systems. Incomplete IT readiness delays commissioning activities.

### **Security Clearance Approvals Prior to Commissioning**

Commissioning activities cannot proceed without verified security clearances for personnel, systems, and physical zones. Security approval is a mandatory pre-condition for operational activation.

## **Interface and Dependency Governance**

All critical interfaces and dependencies are:

- Documented within planning artifacts
- Reflected in the integrated project schedule
- Reviewed during stage-gate assessments
- Monitored through risk management processes
- Escalated when threatened

Dependencies are actively managed to avoid cascading delays. Interface owners are assigned to maintain coordination discipline and prevent informal engagement outside governance channels.

Effective management of interfaces and dependencies ensures coordinated execution, controlled integration, and secure progression through each project phase toward operational readiness.

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## **9. Scope Control:**

Scope Control for the National Currency Printing and Secure Banknote Production Facility Project (NCPBF) establishes the formal mechanisms by which the approved project scope is protected, monitored, verified, and modified in a disciplined and auditable manner. Given the project’s strategic sensitivity, multi-phase complexity, and security-critical nature, uncontrolled scope expansion or informal changes represent significant risks to cost, schedule, governance integrity, and operational readiness.

Scope control is therefore treated as a core governance discipline and is fully integrated with the Change Control Process, Configuration Management controls, Risk Management Plan, and Stage-Gate Framework.

### **9.1 Scope Baseline Protection:**

The approved Scope Baseline consists of:

- Project Scope Statement
- Approved Work Breakdown Structure (WBS)
- WBS Dictionary

The Work Breakdown Structure (WBS) serves as the primary control instrument for defining deliverable boundaries and work packages. All planning, budgeting, scheduling, and performance tracking must align with the approved WBS structure.

No activity may be executed unless it is traceable to an approved WBS element. Work outside the WBS is considered unauthorized.

### **9.2 Formal Change Control Process:**

Any proposed modification to scope—whether initiated by governance bodies, technical teams, vendors, or stakeholders—must follow the formal Change Control Process. This includes:

1. Submission of a documented Change Request
2. Structured impact analysis
3. Risk assessment
4. Cost and schedule evaluation
5. Security implications review

6. Benefits alignment verification
7. Change Control Board (CCB) review
8. Formal approval or rejection

No scope change may be implemented without documented authorization.

### **9.3 Configuration Management:**

All scope-related documents—including design specifications, technical drawings, system requirements, SOPs, and testing protocols—are maintained under configuration control.

Configuration management ensures:

- Version traceability
- Controlled document revisions
- Approval history documentation
- Prevention of unauthorized modifications
- Audit readiness

Any revision to baseline documents must follow controlled update procedures.

### **9.4 Governance Reviews and Stage-Gate Controls:**

Scope integrity is validated at each stage-gate review. Before progressing to the next phase, governance bodies confirm:

- Deliverables align with approved scope
- No unauthorized scope expansion has occurred
- All approved changes are incorporated
- Residual scope risks are within tolerance

A phase cannot close unless scope compliance is formally confirmed.

### **9.5 Mandatory Risk and Impact Analysis:**

No deliverable may be modified without documented impact analysis on:

- Cost baseline
- Schedule milestones
- Risk exposure
- Security controls
- Regulatory compliance

- Benefits realization

Security considerations are evaluated for every change, and security-related impacts override schedule acceleration pressures.

### **9.6 Prevention of Scope Creep:**

To prevent informal scope expansion:

- No team member may make undocumented commitments
- Vendors may not implement enhancements without approval
- Stakeholder requests must follow change control
- Verbal agreements are not binding
- Governance minutes must document all approvals

Scope discipline protects institutional credibility, financial control, and security integrity.

### **9.7 Escalation and Enforcement:**

Unauthorized work, undocumented commitments, or deviation from approved scope will result in:

- Immediate escalation to the Project Manager and PMO
- Formal corrective action
- Possible reversal of unauthorized activity
- Governance reporting

Repeated scope violations may trigger reassignment or disciplinary measures.

### **Scope Integrity Principle**

The project delivers only what has been formally approved—and nothing more.

Scope control ensures alignment with the Business Case, protects approved baselines, safeguards security standards, and preserves disciplined execution throughout the project lifecycle.

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## **10. Scope Baseline Components:**

The Scope Baseline for the National Currency Printing and Secure Banknote Production Facility Project (NCPBF) represents the formally approved and controlled reference point against which all scope performance, change requests, and deliverable verification activities are measured. It defines the authoritative boundaries of the project and establishes the structured foundation for planning, execution, monitoring, and governance control.

The Scope Baseline consists of three interdependent and configuration-controlled components:

### **10.1. This Project Scope Statement:**

The Project Scope Statement provides the detailed narrative definition of the project's deliverables, boundaries, acceptance criteria, exclusions, constraints, assumptions, interfaces, and dependencies. It defines:

- What the project will deliver
- What the project will not deliver
- The conditions under which deliverables are accepted
- The operating constraints governing execution
- The assumptions underpinning planning

The Scope Statement ensures alignment between governance bodies, stakeholders, and the project team regarding the intended outputs and limitations of the project. It serves as the primary reference for stakeholder communication and scope clarification.

### **10.2. Approved Work Breakdown Structure (WBS)**

The Work Breakdown Structure translates the narrative scope into a structured, hierarchical decomposition of deliverables. It organizes the total scope of work into manageable components, work packages, and control accounts.

The WBS:

- Defines 100% of the approved project scope
- Establishes the structure for schedule development
- Forms the basis for cost estimation and budgeting
- Enables resource planning and performance measurement

- Supports risk identification and tracking

No work may be performed unless it is traceable to an approved WBS element. The WBS ensures clarity, completeness, and accountability.

### **10.3. WBS Dictionary:**

The WBS Dictionary complements the WBS by providing detailed descriptions of each work package. It defines:

- Scope of work
- Deliverables
- Acceptance criteria
- Responsible owner
- Assumptions and constraints
- Dependencies and interfaces
- Required resources

The WBS Dictionary eliminates ambiguity by clarifying expectations for each defined component of work.

### **Scope Baseline Authority and Control**

Together, these three components define the authoritative scope boundary for the NCPBF project. They are:

- Approved through formal governance processes
- Maintained under configuration control
- Protected by the Change Control Process
- Referenced during stage-gate reviews
- Used as the benchmark for scope verification

Any proposed modification to the Scope Baseline requires formal change control approval and documented impact analysis on cost, schedule, risk, security, compliance, and benefits realization.

The Scope Baseline is not a static reference; it is a controlled foundation that ensures disciplined delivery while protecting governance integrity, financial accountability, and security standards throughout the project lifecycle.

## **II. Alignment with Strategic Objectives:**

The National Currency Printing and Secure Banknote Production Facility Project (NCPBF) is not merely an infrastructure initiative; it is a strategic capability program designed to strengthen institutional capacity, sovereignty, and long-term operational sustainability. The approved scope has been intentionally defined to directly support core strategic objectives that extend beyond physical construction and technology deployment.

All scope components—facility design, security architecture, machinery procurement, IT systems, governance controls, training, and transition planning—are aligned to reinforce the following strategic priorities:

### **Monetary Sovereignty**

The project establishes secure, sovereign control over national banknote production capability. By delivering a purpose-built facility with integrated security and governance mechanisms, the scope supports the ability to produce currency internally under controlled authority.

Scope decisions related to technology selection, security validation, and operational readiness must preserve production independence and eliminate reliance on external production arrangements beyond approved frameworks.

### **Strategic Independence**

The project enhances institutional autonomy in managing critical infrastructure. The scope includes in-house capability development, knowledge transfer, and operational readiness measures that reduce long-term dependency on external providers.

Vendor engagement strategies, training programs, and system integration approaches are designed to ensure sustainable internal control rather than perpetual external reliance.

### **Institutional Authority**

By delivering a secure, governance-compliant production facility under the authority of the Central Bank, the project reinforces institutional credibility and control over critical national assets.

Scope elements related to governance frameworks, segregation-of-duties, compliance approvals, and audit readiness strengthen institutional oversight and accountability.

### **Operational Resilience**

The facility is designed with redundancy, backup systems, environmental controls, cybersecurity protections, and structured operational procedures.

Scope components such as utilities backup systems, disaster preparedness measures, cybersecurity architecture, and commissioning validation contribute directly to long-term operational continuity and resilience.

### **Security Maturity**

Security is embedded across all scope dimensions—physical, cyber, operational, and procedural.

Multi-layer access control systems, surveillance mechanisms, network segmentation, penetration testing, and strict information classification controls collectively enhance institutional security maturity.

Scope decisions must prioritize protection of sensitive assets over schedule acceleration.

### **Long-Term Cost Control**

While capital investment is significant, the project scope emphasizes lifecycle efficiency.

Design optimization, durable infrastructure, maintenance training, performance benchmarking, and internal capability development support long-term cost stability and reduced operational inefficiencies.

### **Governance Strengthening**

The project integrates structured stage-gate reviews, risk management discipline, configuration control, and formal change management.

These governance elements strengthen institutional project management capability and create a repeatable model for future strategic initiatives.

### Strategic Alignment Principle

All scope decisions—whether related to design changes, procurement adjustments, technical enhancements, or risk responses—must reinforce the defined strategic objectives.

No scope modification may be approved if it undermines sovereignty, security integrity, governance strength, operational resilience, or long-term sustainability.

The Scope of the NCPBF project therefore functions not only as a technical boundary but as a strategic instrument designed to support enduring institutional objectives and controlled national capability.

### Scope Statement Approval:

Role	Name	Signature	Date
Project Sponsor	Mr. Ahmad Khan		
Project Manager	Mr. Reshtin, PMP®		
PMO Representative			